UNITED NATIONS SECRETARIAT CLIMATE ACTION PLAN 2020-2030

SEPTEMBER 2019

UNITED NATIONS

Executive summary

Climate Change is the defining crisis of our time. The urgency to act, to respond to the climate emergency, as well as the serious consequences of continued inaction, are very clear. The Secretary-General has committed the United Nations system to accelerate internal climate action for the Organization to demonstrate its leadership.

Within the UN system, the United Nations Secretariat is the largest contributor to climate change with approximately 60% of the total reported greenhouse gas (GHG) emissions, mainly from peace operations faced with difficult security, logistical and political conditions. The UN Secretariat is responding to the climate challenge with a 10-year plan that sets out the fundamentals of transforming its operations to achieve ambitious reduction in GHG emissions while generating long-term efficiencies and benefits to sustainable development efforts overall.

The UN Secretariat Climate Action Plan is designed to align operations with the requirements of the 2018 recommendations on climate action from the IPCC [IPCC, (2018)], the 2020-2030 UN system strategy for sustainability management, and with relevant organizational mandates. It applies to all UN Secretariat entities and sets specific objectives and quantitative targets to drive collective results, developed using economic and emission modelling to determine feasibility and associated requirements.

EIGHT TARGETS FOR UN SECRETARIAT CLIMATE ACTION

1. **Carbon emissions**: Absolute and per capita reductions of 25% by 2025 and 45% by 2030.

2. **Electricity consumption**: Per capita reductions of 20% by 2025 and 35% by 2030.

3. **Renewable energy**: 40% by 2025 and 80% by 2030 of consumed electricity.

4. **Commercial air travel**: Per capita emissions reductions of 10% by 2025 and 15% by 2030.

5. **Events**: 100% of events (over 300 participants) meet established sustainability standards.

6. **Climate neutrality**: 100% of unavoidable carbon emissions are offset yearly from 2019 via certified carbon credits.

7. **Operational efficiencies**: demonstrated long term economic benefits from the Plan implementation.

8. **Sustainable Development co-benefits**: demonstrated increase in climate smart infrastructure and other sustainable development benefits to local communities from Plan implementation.

The Plan's targets are very ambitious. Their achievement requires business transformation that can only be realized with the shared commitment of all Secretariat entities, political support, broad range of partnerships, and significant investments to unlock the environmental, economic, social and overall sustainable development benefits of climate action. The plan proposes an integrated and simultaneous three track implementation approach to realize rapid results and progress, accelerating proven innovative solutions and partnerships.

> **Track 1 – Intensification** aims at accelerating current efforts, including those underway with the implementation of the Environment Strategy for Field Missions, with reinforced existing systems and capacity. The main focus would be on behavioural change linked to consumption, energy efficiency, connection to existing renewable grids where possible, and some limited renewable energy self-generation.

> **Track 2 – Innovation** would be a major new effort focused on innovative and complex solutions that require external interventions and partnerships, including, scaling up new technology and

purchasing renewable energy in field locations from new private or public sector-owned renewable energy facilities.

Track 3 – Internal and external outreach would support track 1 and track 2 with sustained communication and educational campaign to effect institutional change and facilitate resource mobilization efforts.

The Plan lays out the elements of an implementation framework to be developed into a detailed roadmap by January 2020 under the coordination of the UN Secretariat Steering Group on Environmental Sustainability Management.

Ultimately, in undergoing its own transformation and energy transition in a multi-stakeholder effort, the Secretariat has the potential to act as a catalyst for climate action where it operates, multiplying the positive impact of its contribution to face the climate challenge.

Table of Contents

1. Context

1.1. Call for action

Climate change is the defining crisis of our time. The urgency to act and the serious consequences of continued inaction, are highlighted in the 1.5°C report of the Inter-Governmental Panel on Climate Change (IPCC) [IPCC, (2018)]. The Secretary-General is convening a Climate Action Summit in September 2019 to raise the world's climate ambition and to help avoid catastrophic consequences at the global level.

To demonstrate leadership, and to ensure the United Nations makes its own contribution to address the climate challenge, the Secretary-General has also urged the UN system to accelerate internal climate action in the workplace.

As the largest entity within the UN system, representing approximately 60% of the total reported greenhouse gas (GHG) emissions, the Secretariat[1] has a critical contribution to make to the UN's internal action and impact on climate change. An ambitious UN Secretariat Climate Action Plan aims to rise to this challenge.

1.2. Rationale for the plan

The rationale for the UN Secretariat's Climate Action Plan is based on multiple commitments, mandates and opportunities for the Organization to reduce its climate impact and support the sustainable development agenda.

Specific objectives and opportunities linked to the 2019 Climate Action Summit: The Summit sets a clear and high benchmark on climate action [United Nations, (2019)]. Countries are asked to present concrete, realistic plans to reduce greenhouse gas emissions by 45% over the next decade, and to net zero by 2050. The Summit also prompts transformative changes needed to support the implementation of these plans in the areas of energy transition, infrastructure, cities and local action, industry transition, resilience and adaptation, nature-based solutions, climate finance and carbon pricing.

The UN Secretariat Climate Action Plan forms part of the package that the UN brings to the 2019 Climate Action Summit.

UN Chief Executives Board for Coordination commitments: The UN system has a strategic approach to improving its overall environmental performance in the workplace, achieving climate neutrality, and leveraging system-wide initiatives. It committed, as an outcome of the 2014 Climate Summit, of reaching climate neutrality by 2020. In May 2019, on demand from the UN Secretary-General to raise UN corporate environmental sustainability ambitions, the Chief Executives Board for Coordination (CEB) adopted a new sustainability management strategy for the period 2020-2030 that includes climate action objectives aligned with the IPCC recommendation of reducing greenhouse gas emissions by 45% by 2030. Each member of the CEB is requested to internalize the goals and targets of the strategy in their own operations.

The UN Secretariat Climate Action Plan is the UN Secretariat's response to the request of the Secretary-General and the pathway to align UN Secretariat efforts on climate to those of the wider UN system strategy.

---

[1] The United Nations Secretariat is integrated by UNHQ with its Departments and Offices currently comprising: DESA, DGACM, DGC, DMSPC, DOS, DPO, DPPA, DSS, DCO, Ethics Office, EOSG, OCHA, OOSA, OIOS, ODA, OAJ, OLA, UN-OHRLLS, OSAA, SRSG/CAAC, SRSG/SVC, SRSG/VAC, OHCHR, UNEP, UNISDR, UNOCT, UNODC, UNOG, UNON, UNOP, UNOV,UNOMS, the Regional Commissions, the UN Resident Coordinator system, and peace operations.

Mandates from the Governing Bodies: Beyond the sustainable development agenda, which provides a broad framework for UN system's own sustainability, the most relevant mandates are on:

1) Environmental management and sustainability: General Assembly resolution 72/219 (operative para. 19), requests the Secretary-General to implement his action plan for integrating sustainable development practices into Secretariat-wide operations (A/72/82), complementing earlier mandates specific to field missions. The goal, per resolutions 70/205 and 71/228, is to ensure that the Secretariat operations and facilities management do not negatively impact on the climate.

2) Sustainable energy for all, renewable energy and energy efficiency: General Assembly resolution A73/236 (operative para. 29) "Calls upon the Secretary-General to promote renewable energy, energy efficiency and related sustainable practices in all United Nations facilities and operations around the world, set implementation targets and timelines by the end of 2019, building on and avoiding duplication with existing initiatives".

In addition, resolutions on the reforms of the UN Development System, Peace and Security, and Management have provided the UN leadership the support from Member States to drive unprecedented changes in the Organization. The Plan aims to build on the changes to maximize results and bring agendas and mandates together in a transformative venture.

Potential to materially contribute to global UN efforts on climate action. The United Nations is a high profile and influential organization. Irrespective of the size of the Secretariat's climate footprint in a global context, a key potential benefit of achieving ambitious reductions will be to enhance institutional capabilities and the credibility of the Organization. This in turn will support the programmatic work of the UN on addressing climate change and inspiring the global community, in particular host countries.

The process of reform being implemented by the United Nations to improve the delivery of its mandates offers an unprecedented opportunity to upscale the approaches and knowledge acquired so far in the UN system on environmental management and resource efficiencies. This experience can be of service not only to UN facilities and operations worldwide but also to host countries and other international organizations.

There is also potential for **direct economic and Sustainable Development co-benefits** from the Plan in the form of:

1) **Long-term operational efficiencies for the Secretariat**. The transition to '**climate smart operations**' [i.e. climate-friendly infrastructure, clean and affordable energy, other low carbon and innovative solutions in greener UN operations] yields substantial and permanent operational efficiencies. These may come from lower energy consumption and self-generation of renewable energy after an initial period of significant investment as well as lower cost electricity from third party renewable grids facilitated under the Plan's implementation.

2) **Improved integration of UN entity joint operations at the country level**. Two of the ongoing and planned solutions to improve coherence, cost effectiveness and impact of country level UN activities are shared facilities and shared services. Transportation, electricity generation and facilities management are services that could be improved through enhanced cooperation.

3) **Positive impact for the communities where the UN Secretariat is present**. The Organization has a combined operational footprint in over 100 countries. The largest peacekeeping operations are in fragile states that face severe sustainable development and climate change adaptation challenges. The Plan aims to serve as a catalyst for increased support to climate related national efforts without reducing or redirecting resources devoted to mandated peacekeeping and peacebuilding support.

The sustainable development, climate change mitigation, and adaptation needs of host countries are generally known and documented via formal national and inter-governmental planning processes. Relevant to this Plan, the needs and priorities expressed consistently within these processes include local economic development, local workforce capacity building, access to sustainable energy, and transport infrastructure.

Within this Plan, these potential extra contributions are considered part of the Sustainable Development co-benefits.

2. Scope and Purpose – A "climate smart" Secretariat

Scope

This Plan builds on existing UN system and UN Secretariat workplace environmental management and climate neutrality goals. In response to the climate emergency, it centres on the climate action component of UN environmental management objectives. Other environmental impacts and risks will be addressed systematically as part of the UN Secretariat Environmental Sustainability Management efforts designed to integrate sustainable development practices into UN Secretariat operations.

In particular, it is designed to ensure the UN Secretariat is able to reach the UN system goals of alignment with the 2018 IPCC report recommendations to "reduce absolute greenhouse gas emissions by 2030 to limit increase in global temperature to 1.5°C" [IPCC, (2018)] from its operations and facilities. This Plan accordingly includes bold but realistic performance targets for 2025 and 2030, presented here as a shared commitment for the Secretariat.

The Plan applies to all UN Secretariat entities for the entire planning period. Each Secretariat entity, with adequate support, is in turn expected to contribute to the targets and objectives with their own tailored climate action plan based on their specific conditions and potential for carbon reduction. Regardless of their carbon footprint, entities will be requested to facilitate the implementation of the Plan in their respective area of responsibility and bring their expertise to collective efforts.

The Plan is a critical tool to help mobilize and direct a decade-long transition towards climate smart operations. It is a substantial break from current practice and ultimately its success will require significant investments and a broad range of partnerships beyond the existing Secretariat resourcing and operational structures.

Purpose

As the international community is asked to come to the Climate Action Summit with plans and solutions, the UN Secretariat will in parallel demonstrate its own commitment to operate sustainably, with a plan aligned with the objectives and benchmarks of the Summit.

The purpose of the Plan is to enable the UN Secretariat to:

1. **Achieve significant and permanent reduction in greenhouse gas emissions from its global operations in line with the IPCC recommendations**.

2. **Reduce energy consumption and transition to significantly greater reliance on renewable energy** while generating operational and financial co-benefits.

3. **Maintain climate neutrality for the Organization**.

4. **Better contribute to the UN system** in its work to help address the global climate mitigation and adaptation challenge.

5. **Deliver practical sustainable development co-benefits to the communities that host UN Secretariat facilities via its own transformation process and increased multi-stakeholders' investment for innovative climate smart operations**.

3. UN Secretariat climate performance and analysis

3.1.   UN system climate performance

Since it was adopted in 2007, the core of the UN system climate neutrality strategy has been sustained greenhouse gas reductions and continuous improvements in environmental performance of operations, with the offsetting of unavoidable carbon emissions through certified emission reduction mechanisms. Measuring greenhouse gas emissions has been an integral part of the strategy and inventory, results are published yearly in the Greening the Blue report [UNEP, (2018)] coordinated by UNEP. The inventory methodology follows the principles of the Greenhouse Gas Protocol [GHG Protocol, (2019)] modified to suit the specific needs of UN entities.

The UN system greenhouse gas emissions annual inventory includes all substantive emissions related to the UN system global operations. These include emissions associated with the purchase or generation of electricity and heat, use of refrigerants, travel and transportation[2].

Figure 1 summarizes the results of the 2018 Greening the Blue report [UNEP, (2018)] and the UN Secretariat overall carbon impact within the UN system.
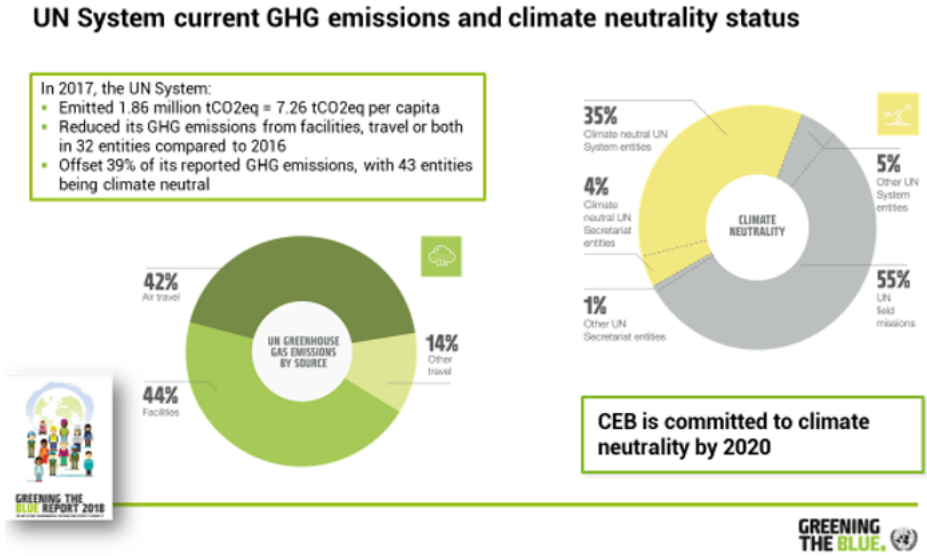

Figure 1. UN system greenhouse gas emissions and climate neutrality profile

The UN Secretariat represented 60% of the 2017 reported UN system emissions. **The Organization's environmental performance is therefore key to the UN system achieving its climate and environmental sustainability goals**.

---

[2] Travel and transportation are combined in the inventory under "Travel". The travel component is further broken down between "Air Travel" and "other travel". "Air travel" includes emissions from contracted aircrafts as well as from commercial airlines. These are used for the transport of civilian and uniformed personnel as well as goods. "Other travel" includes emissions from other than air transportation (ground, maritime, and riverine). Emissions from UN owned or controlled vehicle fleet are part of "other travel".

3.2.   UN Secretariat climate performance

Existing efforts

Building on previous initiatives, systematic reduction efforts across the UN Secretariat are underway in the implementation of the 2017 Action Plan of the Secretary-General for integrating sustainable development practices into Secretariat-wide operations[3] and the Environment Strategy for Field Missions (2017-2023)[4]. Environmental Management is being mainstreamed, with UN Headquarters (New York, Geneva, Vienna and Nairobi), Regional Commissions, and field missions at various stages of establishing their Environmental Management Systems (EMS) to reduce risks, improve environmental performance and achieve resource efficiencies. A progress update is provided in the Secretary-General's Report A/74/72. As a result, the measurement of the Organization's environmental performance is improving, and plans are developed and implemented to address critical environmental impacts and risks on a continuous basis. However, there is still significant progress to be made before the UN Secretariat can claim that it does not negatively impact on climate.

Data collection and baseline

Within the UN system reporting framework coordinated by UNEP, the UN Secretariat has gathered significant data on its environmental and climate performance since 2010 with respect to its Headquarters, Regional Commissions and select entities. The Organization started reporting on all the individual components of the greenhouse gas emission inventory of field missions in 2014. This effort has accelerated since 2017 to refine the measurements which are still under improvement, including to incorporate organizational changes from the recent reforms and account for all entities and their locations. The 2017 performance data reported in the 2018 Greening the Blue report are estimated to be substantially complete, with a 5% error margin.

The 2017 inventory data, as reported in the 2018 Greening the Blue report [UNEP, (2018)], along with available historical data, were used in the development of the Plan. However, the detailed implementation of the Plan will require further work to develop a more robust baseline for 2019 to be completed in 2020.

Current Carbon footprint

In 2017, the UN Secretariat generated 1.1 million tCO_2, over 90% of which was from field missions mandated by the legislative bodies. These include the carbon impact of civilian and uniformed personnel. Travel and facilities account for approximately 50% of the total emissions respectively as shown in Figure 2:

---

[3] At http://undocs.org/A/72/82, approved from existing resources in resolution 72/219.

[4] At https://fieldsupport.un.org/en/environment. It covers all peacekeeping missions, UNSOS, regional and global service centres, and special political missions that manage their own facilities and infrastructure.

Total UN Secretariat Greenhouse Gas Emissions for 2017
1.11 Million tCO$_2$eq

Non-field missions, 8%

Field missions, 92%

1.11 Million tCO$_2$

Facilities, 51%

Air Travel, 34%

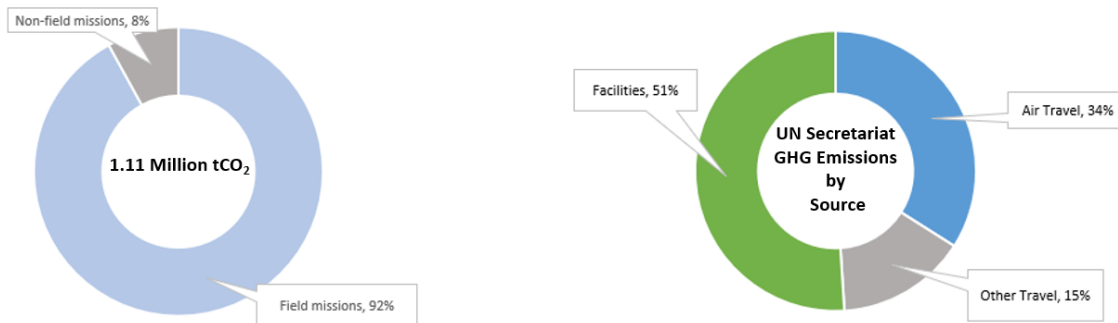UN Secretariat GHG Emissions by Source

Other Travel, 15%

Figure 2. UN Secretariat GHG emissions profile

Within those two components, stationary combustion, mainly from diesel for electric generators, and non-commercial air travel and transportation have the highest carbon impact (see Figure 3). The third largest contributor to the Secretariat carbon emissions is commercial air travel[5]. The findings of the detailed analysis conducted on the current climate performance are summarized in section 3.4.

Composition of Air Travel

Commercial (field m. and non-field m.*) — 39%

Non-commercial (field m.*) — 61%

Composition of Facilities

Purchased energy, refrigerants, stationary combustion & other (non-field m.*) — 5%

Purchased energy, refrigerants, other (field m.*) — 15%
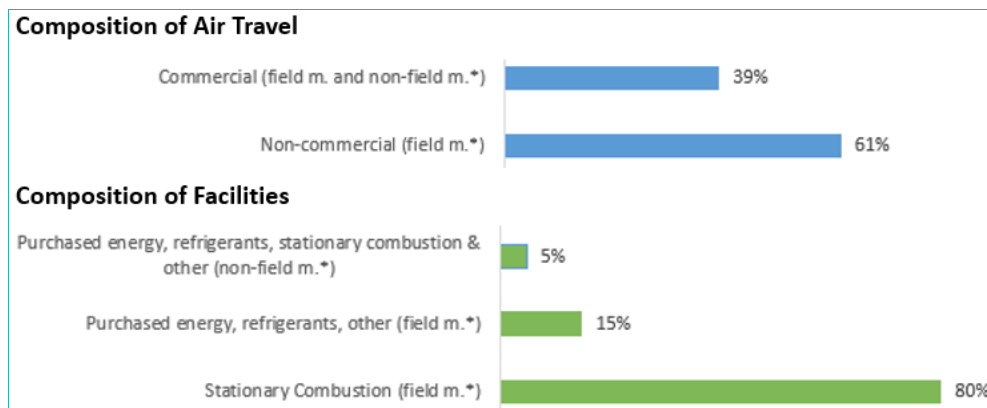
Stationary Combustion (field m.*) — 80%

Figure 3. UN Secretariat greenhouse gas emissions composition for air travel and facilities.
*Note: Field Missions include Peacekeeping, Special Political Missions and service centres that manage infrastructure and facilities.

Trends

There is a clear downward trend in greenhouse gas emissions, both in absolute and carbon intensity terms, in the operations of entities with consistent data over the past eight years. The greenhouse gas data covers the UN Secretariat Headquarters (New York, Geneva, Vienna and Nairobi), Regional Commissions, as well as UNEP (Figure 4). The trend has been driven by environmental measures mainstreamed in facilities management from capital improvements such as the Capital Master Plan and sourcing of renewable energy. It provides an indication

---

[5] Commercial air travel as individually ticketed or reimbursed by the Organization

that investing in environmental management and particularly climate smart infrastructure can ensure that the UN Secretariat is on the pathway recommended by the IPCC.

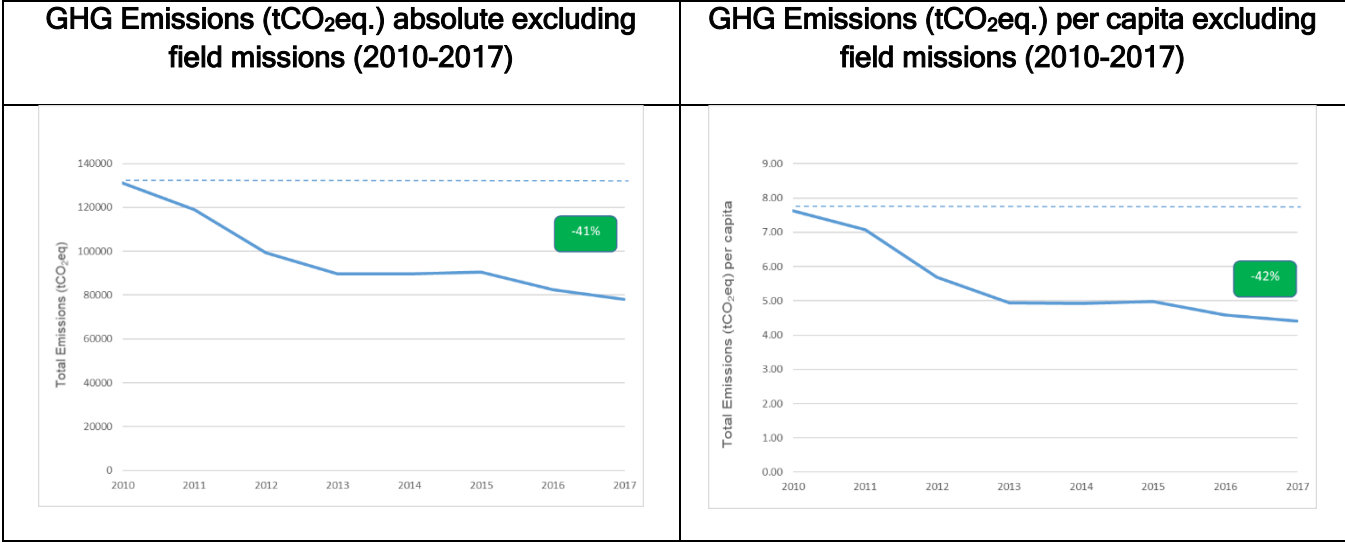| GHG Emissions (tCO₂eq.) absolute excluding field missions (2010-2017)	GHG Emissions (tCO₂eq.) per capita excluding field missions (2010-2017)

Figure 4. Total and per capita aggregated UN Secretariat Greenhouse Gas emissions
excluding field missions (2010-2017) as reported in the yearly Greening the Blue reports
[UNEP, (2018)]

Data on the field missions' carbon footprint remains too recent and the measurements will need to become more robust to derive reliable trends. The establishment, transitions and closure of field missions will also need to be taken into account, as these affect the carbon footprint of the Organization.

Climate neutrality – offsetting unavoidable greenhouse gas emissions

Over the past few years, several Secretariat entities reached climate neutrality but these represented only a small percentage of the Organization's overall carbon footprint. For the UN Secretariat, and by extension, the UN system, to meet the 2020 climate neutrality goal, the Organization needs to join the list of fully climate neutral entities. As part of the development of the Plan, for the first time, the Secretariat has achieved climate neutrality in 2019 by offsetting reported greenhouse gas emissions from the totality of its operations[6].

3.3. Challenges and opportunities

A detailed analysis was conducted to examine the challenges faced by the Organization in addressing its climate impact, along multiple dimensions ranging from technological to security-related, financial, and political.

The UN Secretariat is faced with complex challenges that also present opportunities in the context of the Plan. Solving them to achieve IPCC-recommended levels of carbon reduction will require a considerable change in

---

[6] Offsetting is the process whereby organizations take responsibility for their unavoidable emissions by purchasing carbon credits from projects that are achieving reductions in greenhouse gas emissions of an equivalent amount. Certified Emission Reductions (CERs) are carbon credits issued by projects that are part of the UN's Clean Development Mechanism of atmospheric levels of greenhouse gases. Carbon credits are created and issued to projects that can prove their activities are reducing levels of carbon dioxide in the atmosphere, either today (through capturing carbon dioxide) or in the future (through reducing or replacing the use of fossil fuels). A reduction of one tonne of carbon dioxide equals to one credit.

performance and modes of operation, as well as political commitment and engagement at the highest level. Most are not unique, however, and have been faced and solved in part or in full by other organizations.

Salient issues include the geographic spread of the UN Secretariat with hundreds of operations worldwide ranging from very small offices to large logistic and military operations, some of which are in very remote locations. Field missions have a dispersed network of bases, generally located in countries with limited and poor-quality infrastructure. Another issue is security, as the UN Secretariat operates in many post-conflict and insecure regions where it has become a target, generating a severe logistical problem. The Secretariat also faces financial constraints both in term of budget levels and processes. Short-term funding cycles and field mission mandates make it difficult for the Organization to undertake capital investments while current budgetary processes and financial regulations are not conducive to the prioritization of environmental projects and the adoption of new technologies.

A challenge unique to the UN Secretariat and specifically field mission operations is the climate impact of uniformed components. The equipment for this aspect of peace operations is provided and largely operated by the uniformed components and the UN Secretariat supplies the necessary fuel. The distribution between UN Owned Equipment (UNOE) and Contingent Owned Equipment (COE) vary significantly between field missions but, at an aggregate level, it is estimated that diesel fuel is used at approximately 60% for UN Secretariat owned operations and 40% for contingent operations. The deployment of COE is governed by an established framework, including requiring approval by Member States for changes to the COE Manual. As such, transitioning to more renewable sources of energy will require significant political commitment from UN Secretariat leadership, as well as across Member States, both from troop and police contributors, and significant financial contributors.

An initial screening and comparison exercise, performed by UNEP, of current practices in the Secretariat, across the UN system, and outside of the UN system, highlighted significant potential for improvements to be integrated into the Plan development and implementation. Technically-proven intervention options were also identified, ranging from solutions already in use, solutions proposed but not yet deployed and solutions from the external market. They were then categorized based on cost-effectiveness, ease of implementation, scalability, application, potential for operational savings, level of capital requirements and potential for sustainable co-benefits. Finally, the viable intervention options were assessed a level of priority and were used for the development of the Plan. The resulting detailed solutions table will be further assessed and refined to support the Plan's detailed roadmap to be completed by January 2020.

3.4. Summary of findings

The findings of the detailed analysis of the climate footprint, challenges and opportunities are summarized below.

Analysis of Secretariat climate performance data

- The achievement by the UN system of its environmental sustainability and climate neutrality goals is dependent on the Secretariat fulfilling its part.

- The UN Secretariat invests significantly in performance data collection and its reporting is substantially complete for analysis purposes. Further improvements are needed for the determination of a baseline for the Plan. A robust baseline will be developed for 2019 to be completed in 2020.

- The operational footprint of the Secretariat varies annually, particularly with the establishment, transition and closing of field missions, and this has an important impact on the Secretariat's climate footprint. Taking this into account, the Plan will measure per capita performance targets in addition to absolute targets.

- Data from 2010 to 2017 from Headquarters, Regional Commissions and UNEP present a solid trend of emission reductions.

- While progress has been made, historical data from field missions at this time is limited and therefore difficult to establish any specific overall trend, but positive results from multiple completed projects have demonstrated emission reduction benefits.

- Field missions operating and managing their own facilities and infrastructure emitted over 90% of total Secretariat carbon emissions in 2017, partially due to their size, with the majority of emissions concentrated across a few of the larger missions. Ultimately, however, all UN Secretariat entities have an obligation to operate sustainably wherever they are present and contribute to the Organization's climate action ambition. The UN Secretariat, alongside other UN system entities, has a role in demonstrating sustainable practices at all its locations for others to emulate and replicate.

- The most carbon intensive activities are in-house electricity production from diesel generators, and air travel and transportation. Diesel fuel and commercial air travel are large expenses for the Organization, to levels of $250M and $150M per year respectively according to Umoja data. Interventions that reduce emissions from these sources are also expected to reduce these specific operational costs.

- The levelized cost of electricity in field mission locations is approximately USD 0.6/kW, which represents four times the average unit price of electricity purchased for Headquarters and Regional Commissions. This finding suggests that there may be opportunities to lower the cost of electricity via both energy efficiency and renewable energy investments at significant long-term economic benefits to the Organization after a period of material initial investment.

Analysis of challenges and opportunities

- The UN Secretariat is faced with a difficult, complex, but solvable set of challenges in its ambition to reduce its carbon footprint to IPCC recommended levels. These are of various nature and encompass challenges that are technological, geographical, security-related, logistical, economic, financial, and organizational (both – cultural and political).

- Current practice in the Secretariat on climate performance indicates many positive and well-established practices, best practice case studies, and important initiatives in the early rollout stage. There are also multiple areas for improvement.

- The rest of the UN system is overall slightly more advanced in its transition to climate smart operations and has many examples of good practice that the Secretariat can draw from, including pooling resources and joint programmes.

- Outside of the UN system, there are entire business sectors devoted to the issues the Plan aims to tackle. There are also a large number of supportive alliances and platforms promoting topics such as green buildings, energy efficiency, urban transport and renewable energy technologies.

- The background research indicates that significant improvements in Secretariat climate performance could be achieved essentially through improved issue management, more widespread and professional implementation of existing ideas and technologies, and a partial shift from purchasing equipment to purchasing services.

- In theory, there are over 100 potential technical and commercial solutions that the Secretariat can select to improve its climate performance, whilst in practice only a subset of these will be appropriate. The above-mentioned initial UNEP screening identified 55 solutions, of which more than 70% were considered low to medium difficulty. These could be implemented as a matter of priority with some additional resources to achieve results as more innovative and difficult solutions are developed and mobilized with partners. Many of the solutions, particularly relevant to energy efficiency, whether technical or behavioural, are already being carried out but would need to be accelerated.

- Local Sustainable Development co-benefits and gender issues need to be integrated into the Plan and its implementation.

- One key requirement is the reprioritization of ongoing internal investments, based on business cases that examined the expected rate of economic and climate action return. This is expected to greatly increase the emphasis on behavioural change and energy efficiency over internal investment on renewable energy self-generation.

- A major opportunity to reduce carbon emissions is to transition power supplies from on-site diesel generation to purchased off-site renewable energy and self-generation from renewable sources, supplemented as needed with on-site battery banks for both UN Owned Equipment (UNOE) and Contingent Owned Equipment (COE) diesel generator fleets. An energy transition of significant magnitude, such as this, will be necessary to achieve a greenhouse gas emission reduction at IPCC-recommended levels.

4. Targets

4.1. Approaches to targets

Targets for the Secretariat's Plan need to be clear, firm and ambitious. However, they also need to be achievable - technically, economically, legally and politically feasible - and supported by a realistic strategy and implementation guidelines.

To balance both ambition and feasibility, two approaches to developing specific targets were considered and are described below:

A. Science-based emission reduction recommendation to limit the increase in global temperature to 1.5°C.

B. Activity based scenarios, which generate performance improvement forecasts, through modelling the cumulative impact of multiple solutions. Four scenarios are presented in increasing order of ambition and associated steps in scale, performance, difficulty and risk.

Science based approach

To translate the UN system-wide commitments into concrete targets and inform its climate action ambition, the UN Secretariat was guided by the Science Based Target Initiative (SBTI), IPCC, and other experts. The Absolute Contraction approach from SBTI was found to be a useful tool and resulted in reduction estimations of 25.2% by 2025 and 46.2% by 2030 for a baseline year of 2019.

SBTI recommendations were similar to those of IPCCs on achieving a 45% overall reduction from a 2019 baseline as illustrated in Table 1 below.

Table 1: Estimated annual UN Secretariat GHG Emissions Reduction rate to meet 45% total reduction												
	2019	2020	2021	2022	2023	2024	**2025**	2026	2027	2028	2029	**2030**
Annual reduction	0 %	-4 %	-5 %	-5 %	-5 %	-5 %	-5 %	-6 %	-6 %	-6 %	-6 %	-6 %
Carbon Footprint	100	96	91.2	86.6	82.3	78.2	74.3	69.8	65.6	61.7	58.0	54.5
Cumulative Reduction	0 %	4 %	9 %	13 %	18 %	22 %	**25.7%**	30 %	34 %	38 %	42 %	45 %

For UN Headquarters and Regional Commissions, reductions over the past seven years are already on the 1.5°C pathway. However, drastic reductions would be needed in field operations over the next 10 years.

Activity based scenarios - economic and emissions model

As technical advisor to the Plan's development, UNEP has designed an economic and emissions model to inform target settings and assess the feasibility of achieving IPCC recommended carbon reduction levels. It combines standard economic and emission modelling methods and parameters with industry and UN Secretariat specific input data on environmental performance, general operation costs and intervention costs.

Four scenarios were modelled:

- **Business As Usual (BAU):** The BAU Scenario is considered the no-action, no-risk alternative to the Plan. It assumes incremental progress from the 2019 baseline at a pace controlled by existing and planned efforts, resources and processes. It does not address the external political and larger UN system context or attempt to systematically deliver any global or national co-benefits.

- **Intensification:** The Intensification Scenario is considered as a modest approach that does not attempt to proactively address the external political and larger UN system context or deliver any global or national co-benefits. It assumes an intensification, with some additional resources, of existing and proven intervention options rated as high to medium priority and low to medium difficulty.

- **Innovation:** The Innovation Scenario is based upon an innovative programme focused on implementable solutions rated as High and Medium potential and High difficulty. As such, there is no scope overlap with the interventions in the Intensification Scenario. The Innovation Scenario is ambitious, with associated risks of not achieving the modelled performance. It will require an additional dedicated effort and new in-house organizational structures, processes and external partnerships to bring in climate and development financing.

- **Transformation:** The Transformation Climate Performance Scenario is the combination of the Intensification and Innovation interventions within the same timeline. This captures all Medium and High priority interventions, irrespective of difficulty and novelty.

4.2.   Modelling Results

The results of the four modelling exercises were reviewed and analyzed and are presented in Figure 5 and the summary below:
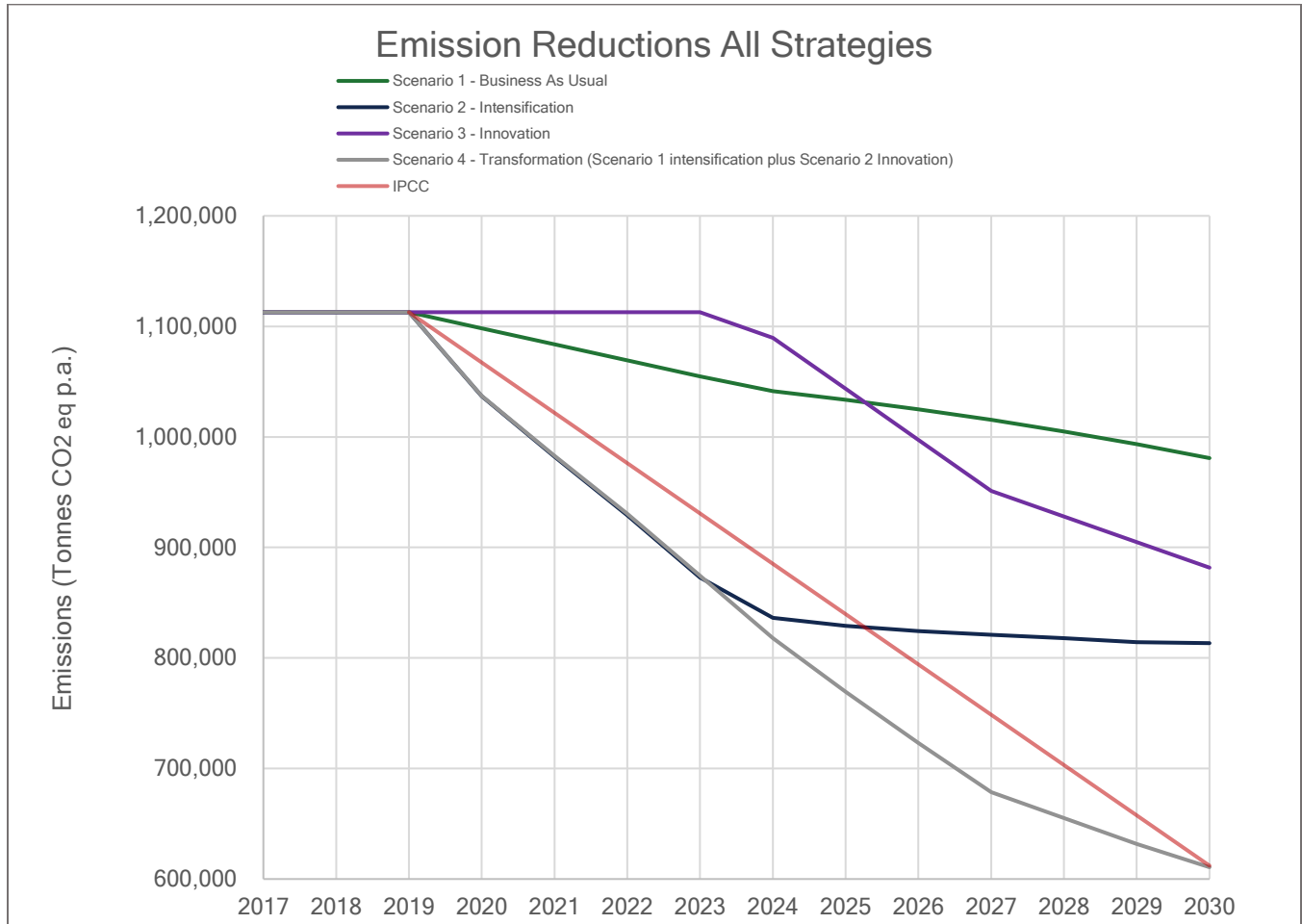

Figure 5. Total emission reduction all strategies from the Plan model.

- The modelled 2030 result of the Business as Usual Scenario falls well short of the IPCC benchmark at 11%.

- The modelled 2030 result of the Intensification Scenario is a major improvement, but still short of the benchmark at 27%.

- The modelled 2030 result of the Innovation Scenario alone is also a major improvement, but still short of the benchmark at 21%.

- The modelled 2030 result of the Transformation Scenario (Intensification + Innovation) matches the IPCC benchmark at 45%.

- The widespread implementation of different solutions is required to exceed the IPCC recommendation.

■ The three interventions that produce the greatest benefits are: accelerating energy efficiency measures, transitioning from diesel electric generation in the field to purchasing renewable energy, and reducing commercial air travel as individually ticketed or reimbursed by the organization.

Only the most ambitious scenario reaches the IPCC performance recommendation. It is associated with significant risks, yet still considered feasible. Hence this scenario (labelled Transformation) is selected as the basis for the Plan targets and the implementation strategy.Local sustainable development co-benefits and gender equality considerations will need to be integrated into the implementation strategy, irrespective of the quantitative climate targets.

4.3.   The Plan climate action targets

Targets are structured as one highest-level results-based descriptive outcome and detailed mid-term and long-term quantitative outcomes to drive action. The numerical objectives are drawn from the IPCC benchmark and the Transformation Scenario, the latter including some contingency for modelling uncertainty and performance risk management.

PLAN RATIONALE

- Deliver on the request from Member States to create "a Secretariat that does not, through its operations or facilities management, have a negative impact on the climate".

- Deliver on the request from Member States to "promote renewable energy, energy efficiency and related sustainable practices in all United Nations facilities and operations around the world" and to "set implementation targets and timelines by the end of 2019".

PLAN GOAL

Achieve ambitious reduction in greenhouse gas emissions aligned with the latest science on climate change while generating long-term efficiencies and directly contributing to the sustainable development agenda.

PLAN TARGETS

1. **Carbon emissions:** Absolute and per capita reductions of 25% by 2025 and 45% by 2030.

2. **Electricity consumption:** Per capita reductions of 20% by 2025 and 35% by 2030.

3. **Renewable energy:** 40% by 2025 and 80% by 2030 of consumed electricity.

4. **Commercial air travel:** Per capita emissions reductions of 10% by 2025 and 15% by 2030.

5. **Events:** 100% of events (over 300 participants) meet established sustainability standards.

6. **Climate neutrality:** 100% of unavoidable carbon emissions are offset yearly from 2019 onward via certified carbon credits.

7. **Operational efficiencies:** Demonstrated long term economic benefits from Plan implementation.

8. **Sustainable Development co-benefits:** Demonstrated increase in climate smart infrastructure and other sustainable development benefits to local communities from Plan implementation.

Looking into current planning efforts in facilities management and infrastructure, most regional Headquarters and Commissions have ongoing and upcoming capital projects that will take them further on their emission reduction pathway toward a 45% reduction by 2030. The main challenge in raising UN Secretariat internal ambition for climate action will be to significantly reduce the carbon impact of field mission operations.

Field missions have developed and continue to implement comprehensive environmental management plans in the context of the Environmental Strategy for Field Missions led by the Department of Operational Support. Many of the basic solutions available and modelled in the settings of targets are already forecast or under implementation and captured within mission specific planning.

Several of the large missions have already identified potential energy efficiencies ranging from 10% to 50% and opportunities to transition 2% to 8% of their electricity needs to renewable energy in their environmental planning. Completed projects and innovative pilots under consideration have a considerable transformative potential if scaled up with adequate support in terms of dedicated resources, expertise, and capacity. The aggregated potential for carbon reduction, based on current modelling, may however cap at 30%.

The biggest opportunity and challenge to reach the 45% reduction target will be to transition power supplies from on-site diesel generation to renewable energy, mainly from off-site power grids, supplemented as needed with on-site battery banks. This general solution will apply to both UN Owned Equipment (UNOE) and Contingent Owned Equipment (COE) diesel generator fleets. Realizing this opportunity will require considerable external investments in establishing renewable energy infrastructure in fragile, post-conflict environments, and new partnership models, as well as an operational change. To meet this challenge, this change will need to be underpinned by political commitment at the highest level of the Organization, as well as from troop and police contributing countries, and key financial contributors.

Climate action through carbon footprint reduction is the foundation of this Plan. However, significant unavoidable emissions will continue to be generated from activities such as air travel, natural gas building heating systems and the remaining active diesel generators given the nature of UN Secretariat operations. These residual emissions will need to be offset with appropriately certified carbon credits as is the current practices in line with the guidance already issued by UNEP and UNFCCC.

5. Implementation

The implementation of the Climate Action Plan requires the mobilization of a significant number of UN Secretariat personnel and the intervention of external partners. A clear governance system that rests on existing structures is essential to the success of the Plan and the mainstreaming of its goals at all levels in the Organization. At the same time, the Plan needs devoted resources and specialised expertise that can bring new ideas and partnerships where necessary. Below concepts and elements are introduced to consider in the development of a detailed implementation roadmap to be completed through extensive consultation by January 2020.

5.1. Key elements of success

The transformative goal of the Plan calls for exceptional implementation instruments for the Plan to galvanize all UN Secretariat entities and a broad range of partners to act. Some key drivers will be essential to achieving the goal and targets of the Plan.

1) **Policy and environmental management leadership** to drive the transformation towards climate smart operations and accelerate the mainstreaming of environmental sustainability management at all levels of the Organization.

- Continued commitment to environmental sustainability from the Secretary-General and UN Secretariat principals over the next 10 years will be required, backed by enabling institutional arrangements and management systems.

- Supportive policies will be critical to affect changes in high priority operational areas, particularly energy and commercial air travel, as well as enabling functions such as procurement, budget, finance, and human resources.

- Systematic integration of climate action and environmental management objectives in existing business processes is needed to accelerate collective results on shared commitments. These enterprise processes include planning and budgeting; Results Based Management; and the Accountability Management System among others.

- The development of innovative financial mechanisms to internalize the cost of carbon will be required to incentivize carbon reduction efforts, strengthen environmental management, and ensure that the UN Secretariat can maintain its climate neutral status over time.

- Senior leadership's political engagement will be essential to ensure support for the implementation of the Plan by all stakeholders at the highest level, particularly troop and police contributing countries.

The Secretary-General has called for action and several milestones have been achieved in recent months. These include the promulgation of the UN Secretariat Environmental Policy by ST/SGB/2019/7 in September 2019, climate neutrality of the UN Secretariat's global operations via carbon offsets for the first time, and the inclusion of an environmental indicator in the Senior Manager's compact. These developments will support the implementation of the Plan.

2) **Targeted high impact climate actions** as reflected in the Plan targets. These are in areas of operations that have a high impact on the carbon footprint or significant potential for reduction as identified in the analysis conducted for the Plan's development. They include implementing solutions on energy efficiencies, renewable energy, commercial air travel and events management among others. The compendium of solutions will continue to be developed further in a collaborative process with various partners to support the intensification and innovation approaches of the modelled transformation scenario. Achieving the specific targets will aggregate to the overall carbon reduction targets of 25% by 2025 and 45% by 2030.

3) **Entity-specific commitments** in contribution to the achievement of the Plan's targets. Heads of entities will be required to contribute to attaining all targets as applicable to their respective areas of responsibilities in support of the Plan and the broader UN system strategy. However, given the diversity and complexity of UN Secretariat entities, opportunities for reduction of carbon emissions will need to be mapped by each entity in a bottom-up exercise and with adequate central support, to ensure that each entity contributes to the overall goals based on their respective capacity, activities and efforts to date.

The specific climate action commitments from senior management would enable every sector of the Secretariat to take part in the collective efforts and could be reflected in the Senior Managers' Compacts. For offices in a support capacity role such as DMSPC, DOS, OICT, DCO, OLA and others, the commitments could be to promulgate: enabling policies (travel, energy, events, etc.), establishing financing mechanisms, encouraging sustainability and innovation (carbon pricing, reinvestment of operational savings from capital projects, mechanisms for encouraging long-term capital investments and piloting innovations, etc.), developing tools (tele-conferencing, planning and monitoring dashboards, enhancement of Enterprise Resource Planning systems, procurement guidance within financial rules and regulations, etc.), or facilitating resource mobilization and the creation of partnerships.

It is envisaged that sustaining a series of climate action activities and climate neutrality will be achieved as part of a central and automated financing mechanism in the form of a carbon surcharge on carbon intensive activities based on the "polluter pays principle". Entities will therefore not be required to achieve the climate neutrality target individually but will contribute financially through the surcharge based on their activities.

4) **Investments in the form of additional resources** to achieve the Plan targets and improved environmental management, unlocking long-term operational efficiencies. Meeting some of the goals and targets outlined above will require significant investments, while others will be less costly to achieve.

- Intensifying existing efforts and scaling up known solutions will lean heavily on current budget and structures. It will however require additional funding to accelerate the implementation of High Return On Investment solutions.

- The innovative interventions on energy transition needed to take the Organization the most challenging last steps to the 45% reduction goal will require large and sustained investment. This investment will be largely dependent on external capital raised by third parties but facilitated by development and partnership building work funded from extrabudgetary contributions and undertaken as part of the Plan implementation. The UN Secretariat purchasing power and the high levelized cost of electricity in field missions create an incentive for private and public investments in new climate smart infrastructure that could in turn supply the UN Secretariat with renewable energy.

Actioning the Plan and implementing the UN system sustainability strategy to 2030 throughout the UN Secretariat would also necessitate dedicated capacity and specialized expertise, including for training and change management to encourage and drive a culture of sustainability and shift behaviours throughout the Organization. This should be both in the form of long term and temporary dedicated capacity.

Finally, achieving and maintaining climate neutrality would require resources for the purchase of carbon credits to offset decreasing but unavoidable emissions every year.

5) **Innovations to leverage technological advances and good practices**. The UN Secretariat is perceived as a leader in the field and its institutional knowledge is leveraged by other institutions. Against this background, and beyond the large-scale interventions on renewable energy infrastructure, the UN Secretariat is ideally placed to highlight the feasibility of new technologies by testing them in its own operations, showcase innovations, and increase the visibility of climate solutions. This element includes the development of institutional mechanisms that fast track the piloting of new technologies and the adoption of innovative solutions and emerging good practices in sustainability management. The creation of an "incubation fund" from funding mobilized for climate action and sustainability, is also proposed. Resources could be used to bridge funding gaps, to provide proof of concept for technologies with high potential, and for demonstration projects.

6) **Partnerships**. The transformation carbon reduction pathway and realization of sustainable development benefits cannot be achieved by the Secretariat alone, even if a heightened priority is given to climate action. The Plan's roadmap and implementation will need to define how to integrate Member States, other UN system agencies, and private sector partners in the funding and delivery of solutions that would benefit both UN Secretariat operations and the larger community.

Partnerships with other UN system agencies in the form of sharing technical resources, contractual arrangements, and logistic support will be essential to the achievement of the Plan, as they enable economies of scale. Public-private partnerships will be the primary instruments to a successful transition to renewable source of electricity, encouraging investments in infrastructure for the benefits of local communities.

Productive partnerships will be facilitated by maximizing synergies between existing UN system frameworks, bringing together the UN pillars and reforms and using SDG7 and SDG13 as catalysts for enabling environments to implement the 2030 Agenda for Sustainable Development [United Nations, (2015)]. The Plan proposes to be a link between peace and security and climate action to support efforts for Sustaining Peace, leveraging actions with the coalition for Action for Peacekeeping in coordination with the UN Peacebuilding Fund, the Human Security Trust Fund and other funds.

The development of projects will benefit from coordination with the Development Coordination Office and integration with the Business Operations Strategy (BOS) as the main instrument for country level efficiency mandated by the Secretary-General. The Business Operations Strategy focusses on joint approaches for operational support at the country level and includes interventions in the areas of renewable energy for UN Operations, waste management and energy efficiency measures that would facilitate the implementation and scaling up of climate action efforts.

These partnerships would also support the Secretary-General agenda of promoting collaboration across the UN system via public-private partnerships developed at the country level that will allow for higher social impact programming with sustainable development co-benefits.

7) **Outreach and communication** to catalyze action and change the organizational culture, through an effective communication strategy. The international focus on the climate crisis and, at a smaller scale, existing environmental management efforts within the UN Secretariat and the UN system have highlighted the importance of communication to drive action, create alliances, and change the everyday behaviors necessary to support sustainability initiatives.   Communication and strategic outreach will be necessary to engage UN personnel, Members States, and all stakeholders in an on-going dialogue from the inception of the Plan to the achievement of its targets.

The seven elements above are interlinked and will reinforce each other to progress the Organization along the transformation scenario carbon reduction pathway.

5.2.   Approach

The proposed implementation approach follows the transformation scenario modelling to intensify existing and known solutions (Track 1) while mobilizing for the implementation of innovative solutions (Track 2) and supporting both tracks with outreach and culture changes (Track 3). The three tracks will be implemented simultaneously and in an integrated manner to realize rapid results and progress from proven high impact interventions as more complex interventions are developed and partnerships are built to help the Organization take the most challenging last steps to the 45% reduction goal.

Track 1 – Intensification would build on existing systems and capacity but reinforced and supported by some additional dedicated implementation capacity. The focus would be on behavioural and managerial changes, energy efficiency, connection to existing renewable grids where possible, and some limited renewable energy self-generation. The core funding source for Track 1 is the annual operating budgets of the Secretariat entities with a more systematic emphasis on prioritizing high impact projects. However, the Plan cannot mobilize to scale without additional seed funding from either internal or external resource mobilization.

Track 2 – Innovation would be a major new effort focused on innovative and complex solutions that require external interventions and partnerships, including scaling up new technology, purchasing renewable energy in field locations from new private or public sector-owned renewable energy facilities, and leasing arrangements for high performance and renewable energy equipment. It is proposed that Track 2 be funded through blended finance, as a structural approach that allows/designs for different types of capital (whether impact or commercial oriented), to invest alongside each other while each achieving their own objectives (whether financial, social, or a blend). Solutions to be developed under this track would be assessed rigorously to prioritize interventions most likely to be successful taking into account the political situation, time-bound mandates, security related and other challenges associated with field mission locations.

Track 3 – Internal and external outreach. The key to the success of the proposed institutional change lies in the active involvement of UN staff and non-staff personnel, and the participation from Member States. Much as in the existing UN system Greening the Blue campaign, a large part of the results and motivation is driven by the

participation of management and staff in UN Secretariat entities. At the same time, progress in environmental management in UN organizations is of interest and serves as a model to other public sector organizations whether these are other international inter-governmental organizations or Member States.

A sustained and organized communication and educational campaign will therefore constitute a specific devoted effort that will aim to raise awareness on supporting climate action initiatives and report on the progress being made, as well as the challenges met, in full transparency. Internal outreach will be integrated in Track 1, as part of the efforts to motivate and involve personnel. A critical additional benefit of communicating transparently results will be to provide evidence for the fundraising and financing of Track 1 and 2 activities.

The scope of work and implementation details for the three tracks will be further developed and form an integral part of the Plan's implementation roadmap to be completed by January 2020.

Track integration and environmental management

All three tracks are closely interlinked and need to be managed in an integrated manner and within ongoing UN system and UN Secretariat specific coordination efforts without structural duplication.

The majority of Secretariat entities have developed and started implementation of an Environmental Management System (EMS), which includes centralized reporting of environmental performance. It is envisaged that the Plan will be translated in detail into actions embedded in the respective entities' EMS where applicable, such as the Mission-wide Environmental Action Plan (MEAP) used in field missions that already includes relevant KPIs and planned actions under the energy pillar. Individual entities will not need to have a distinct climate action plan of their own, but will integrate the Secretariat wide targets and a viable implementation plan into their environmental management processes, as relevant and based on their specific conditions and potential for GHG emission reduction.

Crosscutting themes to be addressed in all tracks

Safeguarding. Any work entailing infrastructure and logistics needs to be subject to a comprehensive human rights-based safeguarding process and a forecast impact on local communities.

Gender. A gender-sensitive approach is required in the planning and implementation of all components of the Plan.

Sustainable development co-benefits. Local co-benefits will be maximized to the extent possible without diverting funds from mandates approved by legislative bodies. This will require a strategic and balanced approach in all stages of the program and project lifecycle.

Examples of proactive measures include:

- Ensuring national level design and planning choices are informed by and in alignment with national and UN system master planning instruments, such as national infrastructure masterplans and UN Sustainable Development Cooperation Frameworks.

- Where viable, connecting directly to UN system partners national sustainable development and peacebuilding projects, via measures such as joint programming and co-financing infrastructure.

- Choosing project options with increased local content as possible and a bias towards permanent rather than temporary installations and infrastructure where operationally feasible.

- Integrating local capacity building requirements into projects to the extent possible.

Internal partnerships. The implementation of the Plan will require proactive measures to move beyond information sharing into substantive and true joint efforts, both within the Secretariat and with the rest of the UN system.

External partnerships. The implementation of the Plan must entail analysing and reframing partnership opportunities at the earliest stage, moving beyond simple procurement but in compliance with the Secretariat legal framework. Consequently, all partnerships should follow General Assembly resolution 73/254.

5.3.   Coordination mechanism

In his action plan to integrate sustainable development practices in operations (A/72/82), the Secretary-General outlined a governance and coordination structure for Environmental Sustainability Management, with the creation of a high-level UN Secretariat Steering Group on Environmental Sustainability Management. The Steering Group was established in 2017, and represents the main activities that impact on the environment and of the functions that can enable continuous improvements in environmental performance. The Steering Group, with a revised composition to reflect recent reforms, including representation from field missions and the Resident Coordinator system, would be strengthened and consequently integrate the coordination for the implementation of the Climate Action Plan.

The Steering Group is responsible for driving the development of an Environmental Sustainability Management framework and establishment and implementation of Environmental Management Systems across the Secretariat. Within this framework, the Steering Group will follow and advise on the development of specific climate action plans by each entity and monitor progress in the achievement of the UN Secretariat's climate action goals.

It is envisaged that working groups within the Steering Group would help progress the Plan as needed. Proposals to be developed through implementation of the Plan, and endorsed by the Steering Group, would be communicated by its Chairs through the established channels to be considered for approval. Approval of these proposals may be required by the Executive Office of the Secretary-General, the Management Committee, the Controller, specific entities or the General Assembly as appropriate.

5.4.   The implementation team

In order to respond to the climate emergency and make rapid progress, a dedicated team will be required to focus on the implementation of the Plan. It is envisaged that the team will have specific expertise to support each of the tracks under the leadership of a manager. The team would work closely with existing and reinforced capacity for Environmental Sustainability Management to help entities analyse and design their own plans and support them with central solutions and mechanisms as required. It would have the responsibility for the Plan implementation, tracking, and reporting on progress internally. The team will also advise the chairs of the Steering Group with regard to the implementation of the Plan.

The team will need to be multi-functional with expertise in the following areas:

Policy, Strategic Planning and Monitoring to align actions with policy priorities while developing an actionable work plan and continuously review progress to sustain a results-oriented approach that will maximize impact.

Engineering and information technology, building on existing in-house expertise, to support the entities for the rapid implementation of the Plan, including expertise in off-grid and on-grid sustainable energy installations, civil and environmental engineering as well as capacity building experience to deliver projects with local partners for the benefit of the community.

Military and police planning to ensure environmental considerations are mainstreamed in all force generation and uniformed planning efforts.

Strategic engagement to bring forward political solutions with the UN system entities, Member States and other partners to maximize the linkages between climate action, sustainable development, peace and human rights.

Climate Change Mitigation and Adaptation to ensure alignment and implementation of UN Secretariat climate actions with ongoing efforts by partners and organizations, including mainstreaming of gender and other critical perspectives for impactful climate action.

Project development, planning and implementation as well as change management expertise will be also essential to the effectiveness of the team in delivering results.

The entire team will need some rapid deployment capability, which in practical terms will consist of pre-contracted workforce and small scale but flexible financial resources.

5.5.   Key roles and responsibilities

Secretariat Leadership: The UN Secretary-General and the Deputy Secretary-General will provide political support and leadership for the implementation of the Plan. The Executive Office of the Secretary-General will remain appraised of progress by the Chairs of the Steering Group after each meeting.

UN Secretariat Heads of Entities: Showing functional leadership, building on the management reform and delegated authority, heads of entities will be responsible to define their entity specific targets, embedding them into their local environmental management system as appropriate and organizing their operations to improve delivery. The contributions from each entity could be incorporated in the sustainability section of the Senior Manager Compact submitted to the Secretary-General to enhance accountability, transparency and environmental performance evaluation.

Selected entities such as the Department of Management, Strategy, Policy and Compliance, the Department of Operational Support, the UN Development Coordination Office and UNEP, will have specialized oversight and/or support roles and interact with all the other entities. The Steering Group would be available to advise on these targets, ensuring accountability with periodic monitoring and evaluation.

Environment Officers/EMS coordinators/ESM focal points: Their responsibility would be to develop their respective entity plans and integrate the related actions into their Environmental Sustainability Management and budgets, with support from the implementation team as needed. They would also track progress as part of the monitoring and reporting of the entity EMS or overall environmental efforts.

Implementation team manager: Leading the Plan implementation, the manager will be responsible for keeping it on track and reporting on progress and issues to the Chairs of the Steering Group.

5.6.   Coalition and resources mobilization

In order to achieve its climate action ambition, the UN Secretariat will need to unite a broad range of partners and stakeholders around its vision to action three key implementation elements: investments, innovations and partnerships.

The Plan therefore considers the formation of a coalition that would be as universal as possible and would make the link between relevant existing coalitions and group of friends. This coalition would include Member States, the private sector, and other relevant stakeholders such as academia and civil society. It could be initiated through a partnership with early contributors and champions for this Plan, building on existing coalition of Member States and partners.

The coalition would serve as a platform to support the implementation of this plan and as an external accountability framework, ultimately Member States. This coalition could support the internal resources mobilization within existing resources and the external resources mobilization to secure additional and predictable extrabudgetary funding. Contributions from potential partners could also be other than financial, and include the contribution of expertise or services.

5.7.   Risk management

A risk management approach that includes a risk register has been developed and covers several distinct but interlinked types of risk, including **performance failure, unintentionally doing harm and reputational risk from external partnerships.** Elements of the risk management work plan are summarized below and will be an integral part of the Plan's detailed implementation roadmap.

1. **Performance failure** for the Plan in meeting its stated performance targets could be due to several factors, including lack of resources and political support. In this context, the many potential causes of performance failure are labelled and treated as risks, as this helps ensure the issues remain under surveillance and plans are in place to address the inevitable problems before and as they arise.

2. **Unintentionally doing harm** from this Plan designed to generate benefits for a range of stakeholders with an aim to do good. Risk management in this context focuses on safeguarding.

3. **Reputation risk from external partnerships** where the UN Secretariat should carry due diligence to work with partners that have committed to respect human rights in line with the UN Guiding Principles on Business and Human Rights.

Conclusion

This UN Secretariat Climate Action Plan for the period 2020-2030 is part of the UN climate action response to the climate emergency. To achieve its ambitious targets, the UN Secretariat will require the commitment of all Secretariat entities to transform current practices, synergies with other UN system entities to leverage results, and the engagement with external partners to collaborate on innovations and investments.

The Plan is the start of a decade-long process toward a 10-year goal and a set of targets, on which progress will be reported regularly. It is a living document that will evolve under the guidance of the UN Senior Leadership, the Steering Group and the feedback received from heads of entities.

The Plan provides a starting point and the steps can already be taken to mobilize resources, build bridges with relevant UN initiatives, intensify existing efforts while solutions and detailed implementation roadmap continue to be developed in a consultative process. As a direct result of the direction from UN leadership to accelerate internal climate action, building blocks have already been added to the Environmental Sustainability Management foundation of the Secretariat. The climate neutrality goal has been achieved ahead of 2020 and the Secretariat-wide policy on environmental management was promulgated in September 2019.

Sustaining the momentum will be key for the UN Secretariat to lead by example, achieve its climate action goal, and inspire other organizations to undertake their own transition while leaving a positive legacy where it operates globally.

References

Intergovernmental Panel on Climate Change, IPCC, (2018), "Global Warming of 1.5 C "An IPCC special report on the impacts of global warming of 1.5 °C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty, Geneva, Switzerland. Available at URL:

https://www.ipcc.ch/sr15/

United Nations (2019), "Information Note on the 2019 Climate Action Summit of the Secretary-General", 20 March 2019, New York, United Nations. Available at URL:
https://www.un.org/en/climatechange/assets/pdf/Information_Note_Climate%20Summit_20Mar2019.pdf

UN Environment Programme, (2018), "Greening the Blue Report", Nairobi, United Nations. Available at URL:
https://www.greeningtheblue.org/

Greenhouse Gas (GHG) Protocol, (2019). Available at URL:

https://ghgprotocol.org/

United Nations, (2015), "Transforming our world: The 2030 Agenda for Sustainable Development", A/RES/70/1, New York, United Nations. Available at URL:

https://sustainabledevelopment.un.org/post2015/transformingourworld/publication