



WFP Environmental and Social Sustainability Framework

Module 4: Environmental Management System
Manual

Contents

	Page
I. Background	3
II. Scope of WFP's EMS	5
III. EMS Objectives	6
IV. Roles and Responsibilities	7
V. EMS Implementation in the Field	9
VI. WFP's EMS Corporate Reporting Mechanisms	13
VII. Integration of EMS Principles in Existing Procedures and Environmental Guidelines	14
VIII. EMS Awareness Raising and Training	15
IX. Communications Strategy	16
X. Documentation System	18
XI. EMS Review Cycle	19
XII. Limitations and Acknowledgements	20
XIII. Acronyms	21

EMS Manual

I. Background

I.I Introduction

WFP's [Environmental Policy](#) (2017)¹ acknowledges the principle that “achieving food security and ending hunger require healthy natural ecosystems and sustainable use of natural resources”. The Policy provides a framework to support WFP in progressively enhancing environmental sustainability in both programmatic activities and operations, while maximizing resource efficiency, preventing pollution and managing risks.

The Policy committed the organisation to developing three key planning and implementation tools to achieve its wider objectives:

- a set of [environmental \(and social\) standards](#)
- a process for [screening and categorizing environmental risk](#)
- an environmental management system (EMS).

Together these tools comprise WFP's Environmental and Social Sustainability Framework (hereafter: “WFP Sustainability Framework”), created to increase WFP's environmental and social sustainability and to limit the potentially negative impacts WFP may have on people, communities or the natural environment.

This manual, Module 4 of the WFP Sustainability Framework describes WFP's EMS, which is designed to ensure that the environmental principles and standards associated with the policy are applied to in-house operations and ongoing activities (WFP support operations), through a continuous cycle of improvement. The EMS is guided by the international standard ISO 14001:2015 – a globally accepted environmental management standard in use by more than 300,000 organizations worldwide. The ISO standard specifies requirements for an effective EMS – providing a framework to follow rather than setting environmental performance requirements. The approach helps to “identify, manage, monitor and control” environmental issues in a practical way, by applying processes and tools tailored to the organisation's needs. Where this manual covers a specific aspect of ISO 14001, footnotes are used to indicate the corresponding section in the standard. That said, this manual is intended to serve as a practical guide for WFP environmental professionals, focusing on the practical application of EMS in WFP operations, rather than the theory of EMS itself.

I.II Origins of EMS at WFP

Research conducted by WFP in 2012 indicated that adoption of EMS could yield significant benefits for UN organisations. A comprehensive cost-benefit analysis estimated a potential reduction in operating costs of USD 250–335 million per year for the whole UN system and more than USD 20 million per year for WFP. Other stated benefits included resource efficiency improvements, improved accountability to donors and reduced operational impacts and reputational risks. These in turn lead to better relationships with communities and partners, improved staff morale and enhanced resilience to environmental shocks. Based on the business case put together by WFP, in 2013 the UN's High-Level Committee on Management (HLCM) called for UN system organizations to progressively implement EMS on a voluntary and flexible basis. WFP was an early adopter – starting with an EMS pilot for WFP Kenya in 2015, as part of a wider initiative coordinated by [Sustainable UN \(SUN\)](#), with support from the Swedish Environmental Protection Agency (EPA). Adoption of EMS, in line with international best practice, is now a core deliverable of the [Strategy for Sustainability Management in the UN System 2020-2030](#), approved by UN Chief Executives' Board for Coordination in May 2019.

¹ *Environmental policy (5.2) under Leadership section (5). ISO 14001*

WFP is progressively scaling up EMS in country operations, using a set of standardised tools to assess risk and streamline the implementation of corrective, preventive and/or improvement actions. The EMS seeks to address all environmental aspects outlined in [WFP's Environmental and Social Standards](#), which may be updated over time. Historically, UN interagency work has focused on energy, waste, water, sustainable procurement and training and awareness: WFP's expanded focus is in line with UN-wide action, as noted below (section I.III). Tools and guidance are based on global best practice in environmental management, experience to date in identifying and managing environmental risks within WFP's operating context, and learnings from the EMS pilot in Kenya. This manual and the collection of related tools and procedures is referred to as the 'EMS toolkit'.

I.III Alignment with the Strategy for Sustainability Management in the UN System

WFP's EMS is aligned to the [Strategy for Sustainability Management in the United Nations system 2020–2030](#) ('the Strategy') a wider, overarching initiative across the UN system with a vision to integrate environmental sustainability in its work, "in a systematic and coherent way, practicing the principles that it promotes and leaving a positive legacy".

Implementation of EMS is one aspect of the commitments on environmental governance and system-wide coordination within the UN and it is part of Phase I of the Strategy; which focuses on internal management related to operations (as opposed to programmatic activities). WFP's EMS and the Strategy share key environmental impact areas (specifically energy, waste management, water and wastewater) and key management functions (e.g. facilities management, procurement, travel) in their design, ensuring consistency between the two frameworks.

II. Scope of WFP's EMS²

The scope of an EMS defines the physical, organisational and functional boundaries that it covers. To determine the scope, an organization looks at activities and operations that it can **control** and those it can **influence**. The scope must also take into account: organisational context; and the needs and expectations of interested parties, including any related compliance obligations.

Physical boundary: WFP's EMS covers all leased, owned and donated facilities that it operates globally, as detailed in the ARCHIBUS facilities management database. WFP is able to *control* its own actions at these properties and, to varying degrees, *influence* the infrastructure and services (including those provided by third parties) that may lead to environmental impacts.

Functional boundary: The EMS applies to all "in-house operations and ongoing activities" – as per WFP's Environmental Policy (2017) – that WFP can *control* or *influence*. This includes:

- All aspects of facilities management, including construction, refurbishment, operation and decommissioning
- Goods & services and food procurement
- Logistics (air, maritime and ground transport; warehouse management – food and non-food)
- Emergency preparedness
- Information Technology (IT)
- Administration services
- Business travel

Enhanced environmental performance in these areas will be achieved through a combination of direct implementation of environmental improvement actions; inclusion of environmental considerations into standard procedures, guidelines, manuals and partnership agreements; and increased staff awareness, among both WFP and partners, to encourage more sustainable practices.

Organizational boundary: The EMS applies to all functional activities (defined above) of all organisational units within WFP. The organisation has *control* over these units, in that all WFP personnel are accountable, through various lines of management to WFP's executive management, for the implementation of WFP's policies, directives and standard operating procedures. The EMS also seeks to progressively cover activities carried out by partner organisations over which WFP may have varying degrees of *control* and/or *influence*.

² Scope section (1) under EMS requirements with guidance for use. ISO 14001

III. EMS Objectives³

EMS objectives are established at two levels:

III.I Level I: Corporate objectives

WFP's long-term objective is to have a functioning EMS in all countries where WFP operates. To track progress towards this end, EMS implementation has been integrated into WFP's internal monitoring mechanisms to facilitate corporate reporting of WFP's EMS progress (details and links are provided in [section VI](#)). In general, these corporate objectives measure the percentage of countries where EMS is being implemented, providing an overview of the coverage of EMS implementation across the organisation.

III.II Level II: Field level objectives

Field level objectives are measured at country level. These objectives are aligned with the [WFP Environmental Policy](#) (2017), and the [Strategy for Sustainability Management in the United Nations system 2020–2030](#) (2019).

Environmental objectives and Key Performance Indicators (KPI) are established for the priority areas of energy, waste, water, wastewater, use of hazardous substances, training and awareness, and sustainable procurement. The EMS toolkit contains a range of materials to help manage environmental impacts, through the most appropriate actions, to achieve these objectives, while progress is monitored through the regularly reviewed set of KPIs.

III.III Internal planning for EMS implementation

EMS needs to be scaled up to all country operations and support offices (UNHRDs, Centres for Excellence, Liaison Offices etc). The Environmental Unit, with staff in Rome HQ and across the regional bureaux (RB), undertakes outreach to establish management commitment, identify focal points and confirm schedules for initiating EMS. Country operations are prioritised where they have large potential or previously identified environmental risks, or when they seek specific support. WFP's Environmental Unit maintains a dynamic EMS implementation plan that details the current status of EMS implementation globally, as well as countries earmarked for scale-up.

³ *Environmental objectives and planning to achieve them (6.2) under Planning section (6). ISO 14001*

IV. Roles and Responsibilities⁴

The following section describes the roles and responsibilities WFP staff hold under EMS.

IV.I Environmental Unit – HQ Rome

- Design, mainstream and update the EMS framework, tools and procedures (EMS toolkit);
- Ensure global senior management buy-in and overall leadership engagement at HQ level;
- Secure sufficient resources for EMS implementation;
- Design environmental training and awareness materials, for all levels of staff;
- Carry out EMS-related training (e.g. face-to-face/remote, workshops, etc.), as appropriate;
- Ensure WFP manuals, guidelines and procedures include appropriate environmental considerations;
- Analyse global environmental footprint data and identify opportunities for improvement;
- Perform internal reporting against WFP environmental corporate indicators;
- Perform external reporting against UN-wide environmental indicators (Greening the Blue, SSMUN 20-30);
- Perform field missions to initiate or to support EMS implementation in selected countries;
- Draft environmental site assessment reports and action plans for country operations, and support action plan implementation.

IV.II Regional environmental advisors

- Working with teams in-country, analyse and understand the environmental footprint data, clarify any anomalies and use this data to identify opportunities for environmental improvement actions;
- Provide field support for implementation of environmental improvement projects, either within the context of EMS implementation or as stand-alone initiatives when required;
- Provide field support for the application of sustainable procurement principles in procurement processes (market research, drafting specifications, supporting tender evaluations etc.);
- Find synergies between WFP environmental projects and regional/local programmes, as well as opportunities for collaboration with other UN agencies and NGOs;
- Carry out EMS-related training (e.g. face-to-face/remote, workshops, etc.), when appropriate;
- Draft Initial Environmental Reviews (IER) for countries in the region;
- Perform field missions to initiate EMS implementation in the countries of the region;
- Draft environmental site assessment reports and action plans for country operations, and support action plan implementation;
- Report progress of environmental action plans and KPIs for the region;
- Carry out internal spot checks on environmental aspects related to country operations, and/or support Internal Auditors to undertake such reviews;
- Share best practices from within the region and across regions, to promote continuous improvement;
- Contribute to the development of corporate guidance materials and training by the HQ team;
- Support Country Offices (COs) in the compilation, validation and reporting on WFP's global environmental footprint;
- Support COs in the reporting of performance against WFP corporate indicators and in Annual Country Reports, by raising awareness, building capacities and liaising with relevant CO and RB teams that coordinate these inputs.

⁴ *Organizational roles, responsibilities and authorities (5.3) under Leadership section (5). ISO 14001*

IV.III Regional and Country Directors/Deputy Country Directors

- Serve as official ambassadors and enablers of the EMS;
- Authorise the implementation of environmental action plans at country level;
- Sponsor specific environmental improvement initiatives (e.g. single-use plastic bans, energy efficiency drives, waste reduction campaigns, and improvements to equipment, systems or infrastructure);
- Ensure compliance with established reporting mechanisms;
- Ensure availability of resources at regional/country level.

IV.V Designated EMS focal points in-country

The EMS Focal point is someone designated by senior management to co-ordinate EMS rollout and implementation within the country operation, supported by the regional EMS adviser. Within WFP, this role is often, but not always, allocated to a member of the Administration team. In smaller operations it is not envisaged as a full-time role: larger operations may prefer to appoint a dedicated national staff member:

- Provide logistical and practical support to regional environmental advisers (site access/transport arrangements, introductions to CO focal points, access to available data) to undertake environmental site assessment missions;
- Provide inputs to and review the IER for their country operation;
- Coordinate the implementation of environmental action plans at country level;
- Coordinate data collection for annual environmental footprinting exercise at country level;
- Support the analysis of environmental data to understand anomalies and identify opportunities for environmental improvement actions;
- Coordinate environmental awareness campaigns at country level;
- Support official reporting procedures, by providing information to HQ and/or monitoring officers as required.

IV.VI Country Administration Officers, Engineers, Facility Managers, ICT Officers, Fleet Managers, Logistics Officers, Procurement Officers

- Ensure adherence to environmental considerations indicated in the EMS toolkit, and relevant WFP guidelines, manuals and other procedures;
- Work with Regional EMS Advisers and CO EMS Focal Points to identify opportunities for improvement in their functional areas, based on analysis of environmental footprint and other CO data;
- Support official reporting procedures, by providing information to HQ and/or CO focal points as required.

V. EMS Implementation in the Field

COs are encouraged to implement EMS throughout their operations, to monitor and improve ongoing environmental projects and related initiatives, according to the steps defined below:

V.I Phase 1: Pre-deployment

I. Engagement of Country Director or alternative management sponsor for EMS implementation⁵:

The Country Director (or alternate) is contacted to support an EMS implementation field mission. Confirmation of support should be documented (e.g. via email), and a designated CO focal point assigned. This is usually the head of admin, who may in turn delegate a secondary focal point.

II. Planning for launch mission:

In coordination with the admin officer, a schedule is made to define dates and locations for site visits, staff awareness sessions and consultations and other activities deemed relevant (e.g. visit to local waste recyclers, other UN agencies). Logistics arrangements (internal transportation, visa procedures, etc.) are coordinated. The schedule should be somewhat flexible, as the timing of some activities may change due to local staff commitments.

III. Initial Environmental Review (IER)⁶:

The IER is a pre-assessment to evaluate potential environmental impacts (e.g. the presence of WFP operations in water-stressed areas that could lead to water depletion, site-specific energy consumption trends, recent programme expansion that would lead to greater staff numbers, construction activities, large refugee and/or port operations that generate significant food packaging waste). The IER can be done remotely, before the field mission. The IER is validated and updated as needed during the field mission ([Section V.II.](#)); e.g. verification that refrigerant gases reported in ARCHIBUS as indicated in the IER are actually those used in the field.

The IER is composed of three main sections:

- Operations baseline (general overview of WFP facilities, operations and current practices)
- Environmental baseline (description of relevant aspects of the natural environment)
- Risk and opportunities (internal and external factors that can influence operations)

The IER can be completed using a set of standard templates and charts. For the sake of simplification and when information is available through other reports, those reports can be referred to and used in lieu of the IER templates and charts. Guidance documentation on the IER and templates are provided in the EMS toolkit.

⁵ Leadership and commitment (5.1) under Leadership section (5). ISO 14001

⁶ Actions to address risk and opportunities (6.1) under Planning section (6). ISO 14001

V.II Phase 2: Field Mission

I. Initial EMS presentation meeting:

A general overview of EMS is given to colleagues in the field using a standard presentation. A face-to-face presentation is preferred, but it can also be done remotely if necessary. The presentation can be tailored with inputs from the IER, to make it country-specific and facilitate CO team engagement. When feasible, this meeting should include the participation of staff responsible for managing offices, warehouses and guesthouses, and support services including energy provision, water, wastewater, solid waste, IT, procurement, fleet, fuel management, asset disposal and aviation.

II. Identification of interested parties⁷:

Internal interested parties are staff from relevant units (indicated in the previous paragraph). External interested parties include other UN agencies operating in the same compound/area, landlords, local contractors for solid waste management, utility service providers, vehicle servicing & transport, partner NGOs that manage food distributions and packaging waste at distribution sites, among others, with whom environmental projects and initiatives can be launched. They may also include key donors or host government representatives, where these have an interest in promoting environmental management. Interested parties are relevant because they can influence EMS implementation.

III. Site assessments:

The onsite assessment comprises the following:

1. **Site visits** are encouraged to be performed with staff that know the building/compound well. A standard environmental checklist (using a digital platform) is used during the site visit, to capture both opportunities for improvement and good practices. Use of the checklist ensures all site visits are completed consistently by all EMS implementers, and that a systematic, comprehensive assessment is completed, that captures significant impacts at that site. Although not the preferred option, under certain circumstances, remote site visits can be facilitated by regional advisors, where travel to field locations is not possible.
2. **Consultations with key staff** in areas such as supply chain, IT and Administration help to document current practices, history of any past improvements, known challenges and potential solutions/ideas that local teams may be keen to explore. Consultations also help to establish the level of environmental knowledge locally, which in turn informs recommendations about support during implementation and awareness raising/capacity building activities that might be useful.
3. **Research on potential local solutions** such as current and potential alternative suppliers/contractors, discussions with local interested parties, including visits to their premises (e.g. recycling plant, waste sorting facility, licensed landfill) where appropriate.

The information collected feeds into the mission report and the environmental action plan. Some recommendations may require further feasibility studies to confirm costs and expected savings: the need for any such work should also be noted in the action plan. Templates for the environmental checklist, mission report and action plan are included in the EMS Toolkit.

IV. Wrap-up meeting:

This meeting is held with the primary focal point and relevant team members. Ideally, it should be the same team members who attended the initial EMS presentation meeting, but this may not always be possible. This meeting

⁷ Understanding the needs and expectations of interested parties (4.2) under Context of the organization section (4). ISO 14001

serves to share main findings and opportunities for improvement. It also serves to gauge availability of resources of the country office to engage in recommended environmental actions and initiatives. This meeting can be held informally. A debrief for senior management can be held separately, or at the same time.

V. Drafting of the action plan and the mission report⁸:

The action plan focuses on corrective/preventive actions and opportunities for improvement captured using the environmental checklist and proposes management and/or technical solutions. The IER can also directly determine certain actions. The action plan should be reviewed and validated by the primary focal point and other managers as appropriate, before official submission to the CD and/or EMS sponsor. The mission report should also be submitted. It focuses on main findings only and provides a visual reference for management to show good practices and opportunities for improvement.

V.III Phase 3: Implementation Support and monitoring

I. Official internal communication of EMS launch⁹:

After submission of the action plan and mission report, and endorsement from management of its recommendations, COs are encouraged to prepare an official communication indicating that EMS implementation has started in the country; e.g. by publishing a news article on WFPgo, or an official email to all CO staff.

II. Follow-up meetings for further support¹⁰:

Regular follow-up meetings (e.g. monthly, bi-monthly) between the CO admin team, regional advisors and HQ Environmental Unit where appropriate) are encouraged. This will serve to monitor progress in implementing the action plan, achievement of objectives and KPIs, evaluate resource requirements/funding options, and prioritise projects as needed.

III. Biannual review of EMS implementation in country operations:

Biannual meetings should be held between CO staff and the Regional EMS Adviser/HQ Environmental team members as appropriate, to review ongoing progress of EMS implementation. The following points are assessed and documented:

- Progress of the action plan (% of actions completed);
- Progress of environmental objectives (% of objectives that show improvement) and KPIs (where measured);
- Challenges in implementing the actions (e.g. lack of resources, lack of local services, etc.) and plans for additional solutions and/or resources if necessary;
- Identification of additional support required from Regional Advisors/HQ Environmental Unit or other partners (e.g. further training, additional research or other remote support, additional field missions to assess options or support implementation, etc.);
- At the completion or closure of all actions in the action plan, COs may request a further onsite mission, to verify implemented actions and to address any new environmental concerns (caused by changes in WFP's

⁸ Planning action (6.1.4) under Planning section (6). ISO 14001

⁹ Internal communication (7.4.2) under Support section (7). ISO 14001

¹⁰ Monitoring, measurement, analysis and evaluation (9.1) under Performance evaluation Section (9). ISO 14001

operations and/or in local circumstances since the initial visit). Any actions that were deprioritised may be revisited periodically to explore potential new options.

VI. WFP's EMS Corporate Reporting Mechanisms¹¹

WFP's global progress in implementing EMS is monitored and reported through the following mechanisms:

The Corporate Results Framework (CRF) defines two EMS-related management key performance indicators:

- Progress in Environmental Reporting (GHG, waste, water)
- Progress in EMS Implementation.

These indicators are reported in WFP's Annual Performance Report (APR). The KPI on EMS implementation is defined under Category II of WFP's CRF and included in the [WFP Management Plan 2020-2022](#). Category II indicators are designed to measure progress against corporate priorities set by WFP's leadership, multilateral arrangements and externally governed commitments. This indicator replaces an earlier indicator on WFP's GHG footprint and year on year change, which was first included in the APR in 2010. The two CRF indicators are also reported in the Management Services Division Annual Performance Plan (APP).

Since 2019, WFP's Annual Country Reports (ACR)¹² include a mandatory cross-cutting section on Environment where Country Offices report on: 1) key environmental issues affecting food security and nutrition in-country; 2) environmental co-benefits of WFP programmes; 3) how WFP safeguards its programmes and operations from causing unintended harm; 4) sustainability of WFP support operations, including EMS implementation.

Environmental risks are recognised in the [WFP Enterprise Risk Management policy](#) (approved 2018) and WFP's Corporate Risk Register incorporates commitments on mitigation and management of this risk through the adoption of environmental safeguards (screening) and the implementation globally of EMS.

WFP's Office of Internal Audit may provide independent advice on the adequacy and/or effectiveness of the WFP Sustainability Framework, including the EMS. Reports on internal audits, including recommendations and follow up actions, are reviewed by the WFP Executive Board and are also published online. From time to time, external audits or other reviews (for example by the Joint Inspection Unit, Multilateral Organization Performance Appraisal Network – MOPAN – or similar) may also include consideration of environmental management. These reports are also presented to the Executive Board and published online. Updates on progress in implementing recommendations from internal and external reviews are required to be presented to the Board at least annually, until all recommendations from a review have been closed.

WFP, through its senior management, is ultimately accountable to the Executive Board for the implementation of the Environmental Policy, which contains the high-level commitment to implementing EMS, as well as outlining environmental principles and objectives WFP has embraced, and which are consistent with the requirements of the ISO 14001 standard. Progress in implementing the policy is reported internally to the Performance Management division and presented in an aggregated KPI in the APR.

All corporate and divisional environmental indicators and targets are consolidated and tracked in the Environmental Unit indicator dashboard. At interagency level, WFP contributes to annual UN-wide sustainability reporting through the UNEP-led Greening the Blue report, covering energy, waste, water, EMS implementation and staff training/awareness raising. This reporting is expected to expand in scope over time, following endorsement by heads of agencies of the UN Sustainability Strategy 2020-2030, noted previously.

¹¹ Monitoring, measurement, analysis and evaluation (9.1) under Performance evaluation section (9). ISO 14001

¹² ACRs are annual project performance reports that are prepared by Country Offices worldwide fulfilling a contractual agreement with donors.

VII. Integration of EMS Principles in Existing Procedures and Environmental Guidelines¹³

The EMS toolkit provides the means to help staff implement sound environmental practices in a systematic way. Furthermore, environmental considerations have been mainstreamed in a number of existing WFP manuals and procedures, which serve as a repository of knowledge intended to further inform EMS practitioners and align good environmental practice among all implementers across WFP. In keeping with requirements in ISO 14001 for periodic update of guidance and references, these materials will be updated at least annually by the Environmental Unit in HQ.

¹³ *Competence (7.2) under Support section (7). ISO 14001*

VIII. EMS Awareness¹⁴ Raising and Training¹⁵

For the purposes of this manual, environmental awareness raising and formal training are considered together as one component of WFP's EMS, while acknowledging there is a continuum from one to the other, based on different learning objectives and target audiences.

Awareness materials refer to posters, news articles, factsheets, videos, or other sources of information, aimed at promoting behavioural change and engagement in environmental initiatives. Internal sharing platforms and networks such as a dedicated Communities channel, formal professional networks (within WFP), nudges/whispers campaigns, and graphically engaging FAQs can also be effective awareness raising tools. Training materials have more functional content, aimed at developing a specific skill or promoting specific practices. Examples include manuals or guidelines, training modules for remote learning, webinars, technical presentations, and standard operating procedures. Training can be specific to the EMS process (for example for regional advisers or CO focal points/management) or can be aimed at promoting environmentally sustainable practices, such as energy conservation or sustainable procurement.

A compendium of existing awareness-raising and training materials that can be used for EMS implementation is maintained by the Environmental Unit and updated bi-annually. A training programme is under development in 2021, covering specific topics relevant to the roles described in [section IV](#) of this manual. The training program will be developed in collaboration with MSD Learning and Development experts through 2021, using WFP's internal We-Learn training platform. Existing and new materials will be used to create a relevant, engaging and user-friendly set of resources for a diverse audience (admin, procurement, fleet etc.) with varied training needs. Materials will be reviewed periodically by all stakeholders to determine if additional content should be developed, or existing content revised.

¹⁴ Awareness (7.3) under Support section (7). ISO 14001

¹⁵ Competence (7.2) under Support section (7). ISO 14001

IX. Communications Strategy¹⁶

In addition to the formal corporate accountability mechanisms described earlier in [Section VI](#), EMS progress and overall environmental performance is reported through the following established communications channels:

IX.I Communication of Environmental performance

I. Internal reporting of environmental footprint exercise:

Results of WFP's annual environmental footprint (GHG, water and solid waste inventory) are reported annually on WFPgo and communicated internally via email by MSD senior management to selected key staff (senior management in RBx, COs, heads of admin/finance, admin focal point for country operations). Environmental data consolidated in ARCHIBUS is presented through an internal data visualisation portal. The data collection exercise starts in Q1 of each year, with the aim of reporting results by July of the same year.

II. External reporting of environmental footprint exercise:

Once complete, the results of WFP's environmental footprint are communicated to Sustainable UN (SUN), for consolidation and publishing on the [Greening the Blue webpage](#). The SUN team consolidates a UN-wide annual public report, which is normally published by the end of September each year.

IX.II Internal communication of significant environmental aspects

Existing and potential environmental aspects identified through analysis of internal operational activity and site assessments, including a scoring matrix to assess those deemed to be significant, are documented in a register of environmental aspects and impacts. The register also documents the methodology to identify key activities, aspects and impacts, as well as the scoring system developed to identify significance. This process was also informed by the 2015 EMS pilot exercise in Kenya, whose operations generally cover the spectrum of activities typically undertaken across WFP. The aspect/impact register has been used to formulate a standard Environmental Action Plan template to be used for all COs. The site assessment process, however, allows and encourages identification of additional aspects/impacts not previously identified.

The register will be reviewed annually by the Environmental Unit. Country specific action plans will be reviewed bi-annually by CO EMS focal points along with regional EMS advisors.

Broader communication of significant environmental aspects to staff will be done through internal environmental awareness raising campaigns, such as those held annually for World Environment Day, Earth Day etc., and during site assessment missions. Communication and awareness materials are made available through WFP's WeLearn platform, and Environmental Unit intranet pages.

IX.III Internal communications through the environmental sustainability inbox

¹⁶ Communication (7.4) under Support section (7). ISO 14001



EMS Manual

All WFP staff can direct queries to WFP's Environmental Unit through the Sustainability inbox address at wfp.sustainability@wfp.org. Technical queries are responded to based on existing standards and guidelines recommended in WFP manuals (including this one), the EMS toolkit, WFP internal procedures and staff expertise.

X. Documentation System¹⁷

In line with environmental sustainability principles, WFP's EMS documentation is maintained in digital format to the extent possible. Printing is suggested only when strictly necessary. Original versions of all EMS documents are written in English. Translation of certain elements to other UN official languages is encouraged and will occur progressively as required as EMS scale-up continues.

X.I. EMS toolkit documents

All EMS toolkit documents are uploaded and saved on corporate shared repositories. EMS toolkit documents are standard. This means these documents are periodically reviewed as part of the EMS review cycle ([section XI](#)). When documents are reviewed and updated, it is not a requirement to keep a copy of all previous versions systematically, as long as relevant changes are acknowledged and registered in a version control table. Some EMS toolkit documents are in PDF format, to facilitate sharing (by reducing file size) and for aesthetics.

All excel files (databases and tables) that require periodic updating are protected, to avoid loss of integrity. Access to edit is granted through a password to members of the Environmental Unit at HQ – Rome.

X.II. Documents produced for EMS field missions:

Specific documents are produced before and after each EMS field mission:

- Initial Environmental Review (IER)
- Environmental report
- Environmental checklist
- Environmental action plan

All documents are stored in corresponding country-specific folders in the EMS file repository.

¹⁷ Documented information (7.5) under Support section (7). ISO 14001

XI. EMS Review Cycle¹⁸

The EMS review cycle involves evaluating the achievement of corporate EMS objectives and targets at country office level (where applicable) as well as progress towards meeting corporate EMS-related indicators summarized in [section VI](#). The following points should be reviewed by the HQ Environmental Unit, regional EMS advisors, CO focal points and management on an annual basis:

- Is the designed EMS framework and EMS toolkit effective in assisting WFP to achieve EMS corporate objectives and targets?
- Are any modifications and/or updates required to the EMS framework to facilitate greater implementation across the organisation?
- What modifications/updates should be made to the EMS toolkit (checklists, templates, SOPs, etc.) in order to increase the effectiveness of EMS field missions?
- Are current resources – human and financial – enough to achieve objectives and targets?
- Other relevant questions that arise through the course of implementation and scale up through the year.

All actionable decisions resulting from the EMS review should be documented and an implementation plan developed, including dates, persons responsible and follow-up status, in line with PDCA principles and good management practice.

WFP's EMS will also be reviewed as part of the periodic review of the Environmental Policy (EB approved policies should be reviewed every five years).

¹⁸ *Management review (9.3) under Performance evaluation section (9) and Improvement section (10). ISO 14001*

XII. Limitations and Acknowledgements

WFP's EMS has been designed to address the most significant environmental impacts derived from the organisation's own operations. The EMS applies the principles stated in the ISO standard 14001:2015; nevertheless, it is recognized that certain key areas are not covered in this manual, for a range of factors. These include:

1. Legal environmental compliance obligations¹⁹: While WFP's EMS indicates the identification of compliance obligations as part of the IER process, it is recognized that the mapping of all local environmental legislation for every country requires significant resource that may not yield appropriate reward for effort. That said, all operations are encouraged to comply with local environmental laws and requirements, and efforts will be made to help COs fully understand local requirements if they are not currently known. There is a focus on mapping the status of international environmental treaties and related accords, for which a WFP database has been created and used when compiling IERs.
2. Securing resources for implementation²⁰: The Environmental Unit in Rome and the Director, Management Services, are responsible for securing sufficient resources for EMS implementation, as indicated in [Section IV](#). This responsibility forms part of the aggregated KPI on Policy Implementation noted in [Section VI](#) and applies to the Management Services Division as one of two co-sponsors of the Environmental Policy.
3. External communications aligned to compliance obligations²¹: Although a communications strategy has been defined for WFP's EMS, this does not yet include a mapping of legal obligations to report environmental accidents/incidents, environmental footprint data or similar information to local authorities. Nevertheless, WFP's communications strategy ensures relevant information is shared through proper established internal and external channels, as detailed in [Section IX](#).
4. Emergency preparedness response plan²²: Current tools in the EMS toolkit focus on regular WFP operations. An emergency preparedness response plan would focus on emergencies (unplanned events with potential negative consequences) that take the form of environmental accidents (e.g. a large spill from a fuel tank, a large oil spill from a pipeline, a large discharge of untreated wastewater into a water body due to failure of a treatment plant, etc.). Where the potential for accidents such as these are identified, measures to help avoid them are recommended on a case by case basis.
5. Internal audit program²³: A rigorous and systematic process for internal audit of the EMS is still to be planned but remains a priority for the Environmental Unit. An objective, quantitative scoring mechanism is under development to measure the level of progress of EMS implementation at CO level (e.g. based on % of actions completed, improvement in KPIs, etc.). Initial discussions have been held with the Office of Internal Audit to allow them to provide independent assurance on the adequacy and/or effectiveness of the WFP Sustainability Framework.

¹⁹ *Compliance obligations (6.1.3) under Planning section (6). ISO 14001*

²⁰ *Resources (7.1) under Support section (7). ISO 14001*

²¹ *External communication (7.4.3) under Support section (7). ISO 14001*

²² *Emergency preparedness and response (8.2) under Operation section (8). ISO 14001*

²³ *Internal audit program (9.2.2) under Performance evaluation section (9). ISO 14001*

XIII. Acronyms

APP	Annual Performance Plan
APR	Annual Performance Report
BOS	Business Operations Strategy
CD	Country Director
CO	Country Office
EEP	Energy Efficiency Program
EMS	Environmental Management System
EPA	Environmental Protection Agency
GHG	Greenhouse gas
IER	Initial Environmental Review
IT	Information Technology
KPI	Key Performance Indicator
MSD	Management Services Division
MSDI	Facilities Management Branch
RB	Regional Bureau
SUN	Sustainable United Nations
WFP	World Food Program