'Treading lightly': Travel and Offsetting Policies in UK International Development Research Institutes and NGOs

Jessica Ayers and Thomas Tanner

May 2008

Contents

Citation
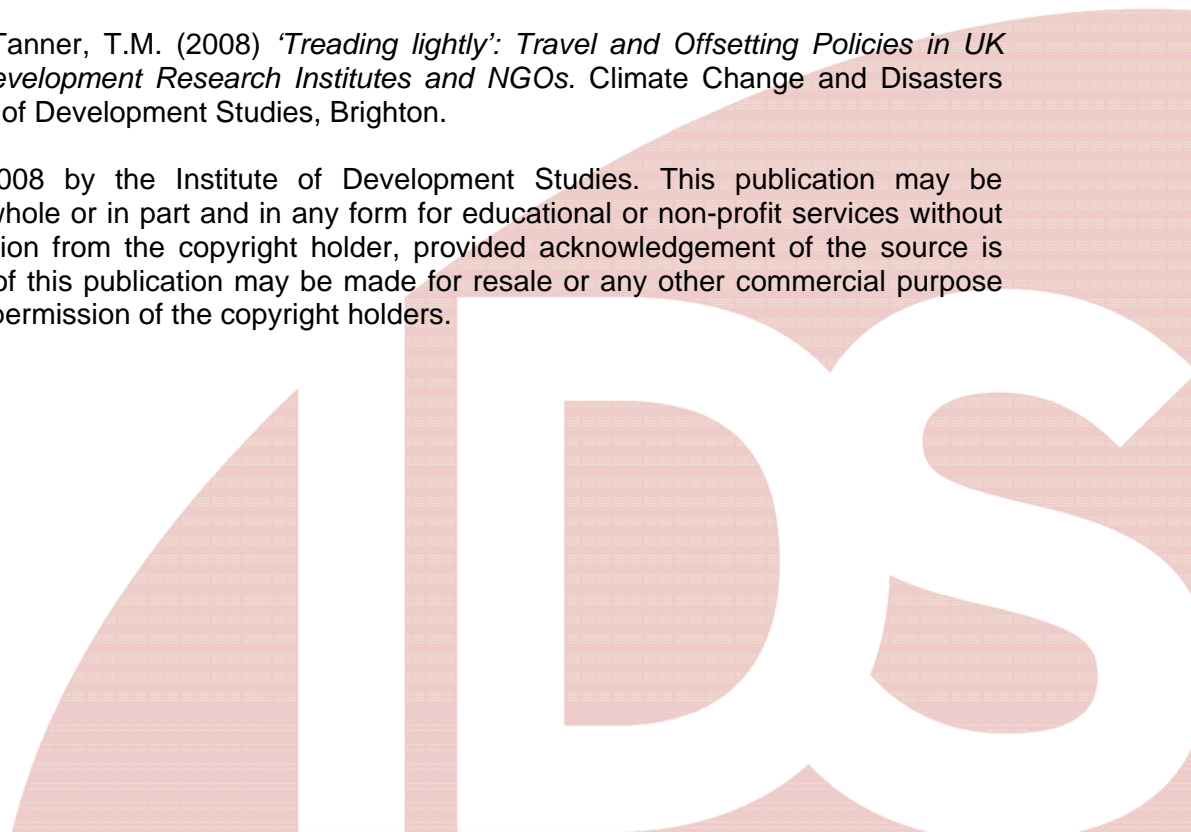
1. Introduction and methodology

There is increasing concern over the climate change impacts of the international development sector, because climate change is disproportionately affecting those groups primarily targeted by international development organisations; poor people in poor countries. Yet in their activities, these organisations generate greenhouse gases causing climate change, commonly with the most significant contributions due to travel by air. This is problematic given that the international nature of the sector often demands high levels of overseas travel.

International development organisations are therefore increasingly producing environmental and travel policies in line with their responsibility to minimise their 'carbon footprint'[1] and hence their contribution to climate change. Such policies seek to manage the amount of air travel undertaken, acknowledging that some degree of travel will be unavoidable, and to provide guidance on 'offsetting' those residual greenhouse gas emissions that are impossible to reduce. This involves paying to compensate someone else to reduce GHG emissions elsewhere. A wide range of such offsetting schemes now exist that accept payments for implementing projects to reduce emissions[2].

A number of development organisations have already taken steps towards developing such travel and offsetting policies. This study compares and reviews progress on travel and carbon offsetting policies among selected international development NGO and research organisations. This is designed to assist in the development of such policies through the exchange of information on progress and challenges. While the review was designed to assist IDS in the development of its own policy and includes IDS as one of the organisations studied, it also contains information pertinent to other organisations in the development of travel, carbon footprint and offsetting policies.

The report will begin by outlining the methods used for gathering data for this review, and briefly summarising the results, before providing a detailed discussion of the organisations surveyed in relation to their approaches to offsetting travel emissions and reducing travel by air. Finally, options and recommendations for developing an IDS travel policy will be proposed.

A total of ten NGOs and policy research organisations were selected for review on the basis of their significant international travel requirements, their status as development-related organisations, and their awareness of and an expressed interest in, minimising their carbon footprints from travel. Results were obtained in confidence, as many of the organisations are still in the process of formulating their policies.

---

[1] "…the 'Carbon Footprint' is a measure of the impact human activities have on the environment in terms of the amount of greenhouse gases produced, measured in tonnes of carbon dioxide."
ETAP 2007. *The Carbon Trust Helps UK Businesses Reduce their Environmental Impact, Press Release*, http://ec.europa.eu/environment/etap/pdfs/jan07_carbon_trust_initiative.pdf
[2] Kollmuss A, Zink H, Polycarp C (2008) *Making Sense of the Voluntary Carbon Market: A Comparison of Carbon Offset Standards*. WWF Germany; Grieg-Gran M, Huq S, Mayers J and Reid H (2004) Becoming Carbon Neutral while supporting Sustainable Development: A Challenge for Development and Environment NGOs. Discussion Paper, International Institute for Environment and Development (IIED), London.

The organisations studied covered:
- 5 International Research Organisations
- 1 International policy consultancy
- 4 International Non-Governmental Organisations.

Email correspondence and telephone interviews were carried out with each organisation to gather information on existing offsetting and travel policies. A list of initial questions around which interviews were based are presented in Box 1. Supporting data was gathered through direct requests to organisations and through internet searches of both organisation web pages and external reviews of organisational polices. This report provides a reflective discussion of results, while a summary of the results can be found in Appendix A.

Box 1: Initial questions for interviewees

1. Does your organisation currently have a carbon offsetting policy?
      a. What aspects of the organisation's operation does this cover?
      b. How do you calculate how much to offset, and the costs of these offsets?
      c. What offsetting schemes are used and how were these decided upon?
      d. How do you finance these?

2. Does your organisation currently have any measures in place for managing its travel carbon footprint?
If yes:
      a.   What are the main measures in place and how do these work in practice?
      b.   Does the organisation have a formal policy for its travel?

If no:
Is your organisation considering any measures for managing its travel carbon footprint? If yes:

      a.   What are the main measures envisaged?
      b.   Will the organisation have a formal policy for its travel?

3. What have been the key lessons from offsetting and footprint work in the context of your organisation?

---

2. Discussion of results

2.1 Offsetting Policies

Six of the organisations surveyed already have carbon offsetting schemes in place. Of the three that did not, each was at varying levels of planning such a scheme in the near future.

Coverage of Total Emissions

Of the organisations that monitored their carbon footprints, there were a range of activities covered by policies, from flights only; flights and land travel (including commuting); and flights and energy use. Each organisation stated that air travel was by far the greatest contributor to total emissions and in some instances was used as a proxy for total emissions, particularly in cases where it was difficult to quantify emissions from energy use (for example where buildings were shared or levies were already paid on gas or electricity consumption).

Some organisations included the flights of central office staff only, whilst the most comprehensive schemes included visitors, partners and associates, contract staff and interns.

There were various methods of calculating the air miles to be offset. The two most common were using travel agent records or travel bills, and using various travel authorisation schemes. With regards to using travel records, organisation B reported that this only accounted for about 70% of the flights that were booked. The remainder would have to be calculated through receipts, and it was difficult to keep track of flights booked through partner organisations or privately due to lack of receipts and unsystematic approaches to expense coding in large organisations. Further, it was often impossible to separate other travel expenses such as visas and airport taxes from the flights themselves. Organisation J stressed that it was also problematic to monitor the flights of partners and associates using this method.

Travel authorisation schemes offered more reliable results for quantifying air miles, and had the added benefit of discouraging unnecessary flying in the first place, because the need to travel must be rationalised. Organisation C asks all staff to fill in travel authorisation forms which must then go through an approval process before the applicant is allowed to take the flight, and there have been instances where the practicality of travel or impacts were not sufficient justification to approve the request. Organisation I asks each team to fill out a spreadsheet for travel and printing as part of the financial planning process, supplying an immediate carbon calculation. Many organisations stressed that such schemes did increase administrative pressure, and Organisation J is currently looking into balancing the need for a more comprehensive coverage of flights with a manageable administrative workload.

Calculating and pricing carbon emissions

Having monitored carbon footprints, the majority of organisations used web-based publicly available carbon calculators to calculate their carbon emissions. The range of carbon calculators used include:

- Climate Care (vww.climatecare.org). Climate Care Trust Limited is a UK-based carbon offset company with online carbon calculator.

- The Carbon Neutral Company (www.carbonneutral.com), a UK-based carbon offsetting company with online carbon calculator. Originally called Future Forests.
- My Climate (www.myclimate.org) The Climate Protection Partnership. A non profit company based in Switzerland with online carbon calculator.
- TRX Travel Analytics' Airline Carbon Emissions Calculator (http://carbon.trx.com/Home.asp). A web based emissions calculator that reports emissions for non-stop flights for over 5,600 of the world's most popular city pairs.

No carbon calculator methodology quantifies the actual emissions associated with a particular flight, which could only be done with direct measurement of an aircraft's emissions during the flight itself, as well as the actual passenger load, cargo carried, aircraft seating, cabin configuration and the specifics of the flight operation[3]. However, most calculators now provide an accurate estimation and allocation of the carbon associated with an individual's passenger travel on an aircraft. The most popular calculator among the organisations reviewed was Climate Care, and although the small number of organisations reviewed means this is not significant, Climate Care is also one of the first and largest organisations in the retail of voluntary carbon emissions reductions. TRX claims to have the "most accurate" emissions calculator, taking into account a broad range of factors such as the airline schedule, aircraft equipment for each flight, fuel burn rates, mileage flown, the number of seats, the space allocated for seats in each cabin, and passenger and cargo load factors. However of all the calculators mentioned above Climate Care has the most detailed publicly available information regarding how it quantifies and prices its carbon (See Box 2).

The majority of organisations used the same offsetting companies to calculate the price of carbon as they used to quantify the amount of emissions. There are three basic measures of the cost of carbon dioxide emissions[4]:

1. *The social costs of carbon emissions.* This is the economic cost of the climate impacts resulting from the emissions. Estimates vary considerably given the chain of influences.
2. *The cost of abatement.* This is the cost of offsetting an equivalent amount of emissions. Efficiency measures and changes in operational practice can reduce emissions much more cheaply than the full social cost.
3. *The market price of carbon.* Carbon trading schemes assign an economic value to emissions of carbon dioxide. Under such market based schemes, the price is variable and is strongly influenced by supply and demand.

For an offsetting company who are investing in abatement technologies, the cost of abatement is the obvious choice for the price of carbon[3] and the one used for the offsetting companies mentioned in the survey.

---

[3] http://www.climatecare.org
[4] James Cameron QC 2005, *Climate Change and Emissions Trading after Kyoto: Climate Change Impact*, Oxford University Centre for the Environment.
http://www.climatecare.org/media/documents/pdf/Aviation_Emissions_&_Offsets.pdf

Box 2: Climate Care's calculation of carbon emissions from air travel.
Adapted from www.climatecare.org

When calculating CO2 emissions, Climate Care uses government published figures to convert units of energy to CO2 emissions. For air travel, however, emissions have a greater climate impact because emissions at altitude can instigate a host of chemical and physical processes that have climate change consequences. Climate Care therefore applies a multiplier to account for the greater climate impacts of aviation. The choice of metric is a subjective one, and at present none is ideal.

Carbon dioxide emissions from aircraft are calculated from knowledge of the amount of fuel consumed during the flight, using a model that takes into account distance, weather conditions, cargo load, passenger load and flight altitude. The model also attributes different rates of fuel burn to different

Offsetting schemes used

Carbon offset schemes operate in two types of market: Under formal compliance schemes as part of legally mandated regimes such as the Kyoto Protocol and the European Union's Emissions Trading Scheme (ETS); and through voluntary offset markets that enable companies and individuals to purchase carbon offsets on a voluntary basis.

Carbon credits in both carbon markets may be certified to demonstrate their validity, commonly through the UN Clean Development Mechanism (CDM), which generates Certified Emissions Reductions (CERs) from developing countries. However, a wide range of other validation schemes are now emerging covering non-CDM schemes, which generate Verified Emissions Reductions (VERs)[5]. (See figure 1)

---

[5] Kollmuss A, Zink H, Polycarp C (2008) *Making Sense of the Voluntary Carbon Market: A Comparison of Carbon Offset Standards*. WWF Germany;
Taiyab, N. 2006. *Exploring the Market for Voluntary Carbon Offsets.* IIED. London. Available at http://www.iied.org/CC/publications.html Accessed 03/09/2006

Figure 1: The structure
of the carbon market
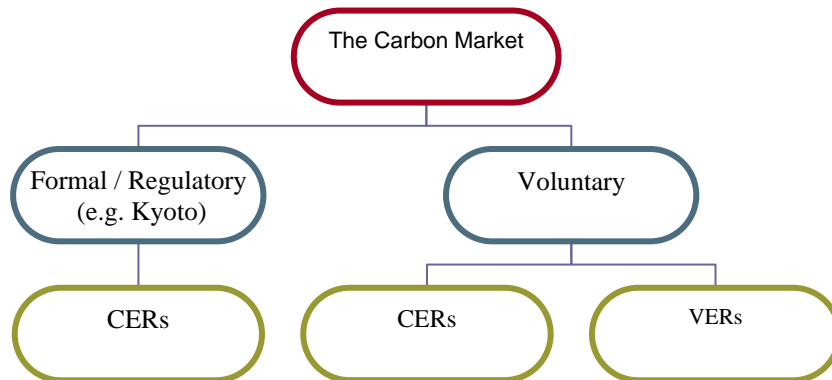
Respondents used a mixture of CERs and VERs to offset their emissions. Of those that used CERs, the main justification given was that investment and verification procedures are more rigorous than for VERs. Projects invested in through the CDM included renewable energy and energy efficiency projects, and methane capture. However, although the objective of the CDM is to achieve the twin benefits of CER generation and contributing to sustainable development in developing countries, the mechanism has been widely criticised for failing to deliver on sustainable development.

One problem often cited is the detailed set of standards required for CDM certification and verification, resulting in high transaction costs for CDM certification, which excludes small scale projects. This is of particular concern to development organisations investing in the carbon market, for whom the additional opportunities for contributing to sustainable livelihoods are of primary importance. A range of verification standards are therefore available for the voluntary market[6]. Of the organisations that purchased CERs, therefore, the majority purchased 'Gold Standard' credits. The Gold Standard is a system endorsed by 49 NGOs that screens CDM projects for both emissions reductions and sustainable development criteria[7].

The voluntary market offers greater opportunities for poverty reduction and the funding of small-scale projects with sustainable livelihoods benefits. However, the lack of uniform standards in the voluntary carbon market has led to uncertainty over the social and environmental integrity of projects and the 'quality' of the offsets produced. Therefore of the organisations that purchased VERs, a great deal of attention was paid to selecting offsetting projects. Organisation C for example has developed its own tools for screening potential projects ensuring that they meet specific social, technical and environmental indicators.

Some organisations use or considered internal offsetting schemes. For example, organisation G does not yet have a formal offsetting policy (one is currently being developed), however its own projects have the potential to generate emissions reductions. It therefore accepts funding for these projects in return for emissions savings generated by the projects. The funds are sourced from companies or organisations that are also reducing their emissions, although the funds come via an

---

[6] Kollmuss A, Zink H, Polycarp C (2008) *Making Sense of the Voluntary Carbon Market: A Comparison of Carbon Offset Standards.* WWF Germany.
[7] See www.cdmgoldstandard.org for more details on the CDM Gold Standard.

offset company. One option in offsetting its own emissions is therefore to channel extra funds towards these projects in accordance with the organisation's carbon footprint. Organisation A also discussed the potential for an internal scheme, for example based on an arrangement where instead of buying offsets, a payment to one of its programmes that carries out forest-friendly activities; or to one of its partners involved in on-the-ground carbon storage work. Organisation J is establishing an offsetting challenge fund which would permit proposals for offsetting through internal projects as well as external providers. It is hoped that this will stimulate creativity, new thinking and innovation in the offsetting market.

Finally, in response to the criticism that carbon offsets merely excuse polluting behaviour whilst ignoring the impacts of carbon emissions on the most vulnerable, and a recognition that the intentions behind carbon offsetting provide an opportunity to contribute to sustainable development, a complementary mechanism is being discussed within organisations A and I. This new approach would involve balancing carbon emissions with commensurate work on climate change adaptation in developing countries, using the voluntary carbon market as a means to channel funds to vulnerable communities suffering from the impacts of climate change.

Financing offsetting schemes

The majority of organisations interviewed are currently financing (or planning to finance) carbon offsets through core funding. However, most stated that this was not ideal, particularly when extending offsetting schemes to include carbon emissions of associates and contract staff. Further, increasing interest in the voluntary carbon market is driving prices up and making it particularly difficult for NGOs to enter the market. Organisation C has therefore already begun to build the cost of offsetting into specific project budgets, and also currently levies a "carbon tax" on all travel carried out by individuals in the organisations based on the distance travelled, and uses revenue to purchase offsets. Organisation J is beginning to include carbon offsetting costs for travel into project budgets on a case-by-case basis. It is using this initial effort to raise the profile of travel offset costs with donors.

2.2 Travel Policies

All organisations interviewed agreed that the focus of any carbon-reduction policy should first be on reducing emissions. Given that air travel is by far the greatest contributor to an organisations carbon footprint, an effective travel policy that seeks to minimise air travel is the most effective way of reducing the contribution of that organisation to climate change. All organisations interviewed agreed that this was a priority, and offsetting was used to deal with emissions that were difficult to avoid.

All organisations had existing or planned measures to minimise their air travel. Four organisations had formal travel policies in place, with others in development during 2008. The main elements of travel policies focused on reducing travel in the first place; and replacing air travel with rail.

Travel authorisation schemes

Policies for reducing travel included activities that actively encouraged responsible travel, whilst providing facilities that reduced the need to travel. The most common method of ensuring responsible travel was through travel authorisation schemes, as mentioned in section 3.i, and currently used by three organisations (C, F, and I) and

mentioned as future strategies by another four organisations. These schemes require individuals or teams to fill out travel authorisation forms, which must then be approved before the flight can be booked. Authorisation for air travel is given on the basis of the need to make the journey, and the feasibility of alternative routes. Organisation F for example requires all staff to have written approval for any journey taken that is over 200 miles. Organisation J uses a travel notification scheme, but this does not currently require authorisation based on criteria of managing the carbon footprint. Organisation G is also considering introducing carbon budgets for management units. While this does increase administrative pressures on organisations, Organisation I have appointed a Travel and Environment Advisor to reduce pressure on individual teams in complying with the new travel regulations.

Organisations currently using travel authorisation schemes noted that on the whole applications are not generally refused. This is because the act of filling out the form forces individuals to rationalise their need to travel and consider the alternatives, and individuals often take the decision not to put forward an application if it is unlikely to be accepted. This has proved an effective way of reducing air travel whilst respecting the autonomy of staff, and organisation F noted that there seemed to be a strong will by staff to manage carbon emissions from travel. Authorisation forms have the additional benefit of assisting organisations in calculating air miles for offsetting, as noted above.

Reducing the need to travel

Other means of reducing international travel included decreasing the number of international team meetings for those organisations with offices in different countries; replacing some international meetings with regional meetings (organisation F for example halved the number of trips to their headquarters in 2006-2007); combining trips to the same or near-by regions (although it was highlighted that this often put extra stress on staff); and replacing meetings with video and tele conferencing.

Reducing travel for organisations involved in international development and policy analysis is extremely challenging because the need for international communication is great. Therefore alternative means of effective communication must be provided if flying is to be discouraged. Among the organisations surveyed, all mentioned video and tele-conferencing as one viable alternative, however for this to be a realistic replacement it is necessary that organisations invest in excellent media facilities. Organisation C has actively improved its tele and video communications facilities as part of its travel policy, while organisation F is using the web-based conferencing tool WebEx[8], which was rolled out to its offices in many countries and has proved extremely popular. While separate video-conference facilities are still maintained between its main offices, the web-based systems are being used more frequently and are actively encouraged as an alternative to travelling.

However, tele and video conferencing activities are not always a viable option, particularly for development organisations to communicate effectively with offices and partners in developing countries. Satisfactory web, video and tele communications depend heavily on suitable IT infrastructure, and reliable phone, Internet and electricity connections, which are not realistic expectations particularly in rural areas in developing countries. This was highlighted as a major concern among the organisations surveyed, and one of the significant factors that limited reduction in air travel. The value of face-to-face contact was also highlighted, particularly where

---

[8] www.webex.com/

there are potential language or communication issues with overseas partners, which can only be addressed in a very limited capacity through video conferencing.

Alternative methods of travel

A popular option for limiting air travel was replacing 'planes for trains', and this was encouraged more or less actively in every organisation surveyed. Among UK-based organisations, all stated that expecting staff not to fly to any destination directly served by Eurostar was realistic, with organisation B suggesting this could result in a 65 per cent reduction in CO_2 emissions to these destinations. Organisation G plans to restructure all travel to Europe by train except for the longest distances; and for organisation F the trend to use rail for trips within Europe extends well beyond Eurostar limits, with journeys to Rome, Berlin, Freilberg and Amsterdam among the destinations. Organisation B plans to include a travel policy in contracts encouraging organisations that contract them to take into consideration the climate change impacts of the work. The main issue that emerged for replacing air-travel with rail was the time required; while times to direct Eurostar destinations were equal if not faster than travelling by plane, for longer distances across Europe the extra travelling time became a significant factor in considering whether it was reasonable to encourage staff to switch to rail.

3. Summary Lessons and Recommendations

This report has reviewed the travel and carbon offsetting strategies of ten NGO and research organisations engaged in international development. It should be noted that many of the organisations interviewed highlighted the positive reaction from staff to minimise the carbon emissions of their organisation, and the proactive approach taken by staff to voluntary measures to reduce travel. The following lessons and recommendations have emerged form this review:

1. Minimising air travel

Air travel is the greatest contributor to an organisations carbon footprint. It was unanimously agreed that efforts to manage carbon footprints should in the first place minimise air travel, and then offset emissions that are difficult to reduce. Travel authorisation schemes were extremely effective in avoiding unnecessary air travel, and had the co-benefit of making carbon calculations for offsetting more straightforward.

Replacing air travel with rail travel in Europe is being integrated into all travel policies for the reviewed organisations based in the UK. At the very least it is recommended that flying be discouraged to any destination directly served by Eurostar, and incentives should be provided to use trains to travel to other destinations in Europe.

Regarding the use of tele and video conferencing, efforts should be made to improve facilities both within the organisation and where possible also for overseas partners. However it should be noted that while such technologies do present opportunities for some reduction in air travel, many organisations expressed difficulties with using these technologies in developing countries, and emphasised the need for travel to support staff and partners overseas.

Where air travel is necessary, efforts should be made to consider direct flights, and combine trips to nearby regions.

2. Quantifying carbon emissions

A systematic approach to calculating carbon emissions from air travel should be adopted. This can be achieved through a travel authorisation scheme. Policies varied as to what emissions calculations should cover. The most comprehensive methods for quantifying carbon emissions included not only staff but also associates, consultants, contract staff and interns.

There are a number of publicly available carbon calculators online. Of those reviewed in this report, Climate Care provides the most detailed information into how it calculates carbon emissions from air travel.

3. Selecting an offset scheme

Selecting offsets is challenging. There remains a great deal of controversy from the development sector surrounding both CDM and voluntary market offsets, regarding monitoring and verification issues and their potential to deliver on sustainable development benefits. New standards and the increasing transparency of the large offset providers are going some way to alleviate this. Nevertheless it is recommended that the choice of offset scheme is given careful attention. Investment in CDM projects should be Gold Standard certified to ensure they have social development as well as environmental benefits. Consideration should also be given to innovative, alternative and complementary mechanisms that are emerging such as investment in climate change adaptation in developing countries.

4. Financing carbon offsets

Programmes that finance offsets through core funding found this to be a significant drain on resources. It is recommended that organisations use new projects to hold dialogues with donors about incorporating the cost of carbon offsets into project budgets and contracts as standard.

Appendix A: Summary of results

Org	Carbon offset strategy?				Existing/planned measures to manage travel footprint?		
	Yes/No	Coverage and calculation	Offsetting scheme used	Financing	Yes/No	Main measures (existing or planned)	Formal travel policy?
A	Yes	Includes air travel, energy and staff commuting. Flights calculated from travel agent records for staff and visitors, from records of main travel agent. Emissions calculated using carbon calculator of travel agent provided by Climate Care.	Invests in a Plan Vivo project: Nhambita Community Carbon Project, Mozambique (reducing deforestation). www.eccm.uk.com/planvivo.	Core funding on an ad-hoc basis; no system for allocating costs to programmes/particular activities.	Yes	Existing: Encourages voluntary activities: More cycling; Tele/video conferencing (video link between offices in the UK); Travel by train esp. to European destinations.	No
B	No; but developing one	• Will focus on staff flights but also inc. other energy sources. Commuting not covered. • Flights calculated from main travel agent records, accounting for 70%; remainder must be calculated from receipts; new travel codes will for staff make this easier. As yet no decision of whether to include partners/consultants. • Emissions calculated using carbon calculator of travel agent provided by Climate Care.	No current scheme; plans for future scheme use regulated carbon market and Gold Standard certified offsets.	N/A	Yes	Planned: Formal travel policy may include: • Trains for Planes in Europe; • Targets for reducing unnecessary staff travel; • Better tracking systems for calculating flights; • Travel policy in contracts encouraging contractors to consider impacts and necessity of travel. Encourage voluntary activities: • More cycling; • Tele/video conferencing;	No: Planned.
C	Yes: since 2002	• Includes air travel; employee car travel, & energy use for certain offices. • Include air travel for staff, associates, part time/contract staff, interns and board members. • Airmiles tracked through travel authorisation forms. • Emissions calculated using the WRI/WBCSD GHG Protocol	• Purchase from different offset provider each year alternating between home-country projects and international projects. • Has developed screening tool to assist with selection. • Mix of CERs and VERs. • Offset providers include CO2e.com and zerofootprint.net	Levy a "carbon tax" on all travel carried out by individuals in the organisations, based on the distance travelled, and use revenue to purchase offsets. Plans to integrate costs into project budgets – has already been done in one or two cases.	Yes	Existing: • Setting up travel authorisation scheme – need for travel must be rationalised before agreed to. • Providing and improving tele/video conference and online collaboration facilities and encouraging use of these; • Developing resource guide for greening travel planning for use by staff and associates.	Yes, but carbon not explicitly identified within policy; this is being developed and will be integrated in the future.

Org	Carbon offset policy?				Existing/planned measures to manage travel footprint?		
	Yes/No	Coverage and calculation	Offsetting scheme used	Financing	Yes/No	Main measures (existing or planned)	Formal travel policy?
D	No; but in preparation	Already all offices monitor carbon footprints. Some offices calculate based on travel and utility bills. Use the carbon calculators http://carbon.trx.com/Home.asp and www.myclimate.org	N/A	N/A	Yes	Existing: Encourages voluntary activities: Tele/video conferencing; Combining trips and avoiding unnecessary travel.	No; being developed for 2008
E	Yes	• Includes UK travel (cars), overseas travel (flights) & energy use • Calculated using Climate Care carbon calculator	Specific offset schemes yet to be decided, seeking professional advice to help develop criteria	Core funding	Yes	Existing: Encourages voluntary activities: • Limited tele/video conferencing – use where realistically possible; • Combining trips and avoiding unnecessary travel. •	Yes
F	Yes	Includes road and air travel for staff Calculations based on measurements of exact departure and destination points as well as 'way points'.	Uses Climatefriendly, an offset company based in Australia Purchase Gold Standard offsets.	Core funding	Yes	Existing: Encourages voluntary activities: Budget for CO2 emissions set at 5% reduction from previous year targets; Travel authorisation scheme requiring written approval for all travel over 200 miles; Encourage exclusion of flights in mainland Britain and Europe; Web-based conference tool WebEx rolled out, and video conference systems maintained.	Yes
G	No; but in preparation	• Does not offset emissions from organisational activities; but does accept funding for its own projects in exchange for emissions savings generated by projects • Emissions savings from projects financed by offset funds will be validated. • Has begun to calculate baseline for its own emissions, which will now be done each year with a view to monitoring their reduction.	Uses funds channelled to its own projects via offset companies in exchange for emissions savings generated.	Funds sourced from companies/ organisations that are reducing their emissions.	Yes	Existing: Encourages voluntary activities: • Aims to reduce emissions from own activities across all offices; no specific measures in place. Planned: Activities under discussion include: • Travel in UK/Europe restructured to train (except for longest distances) • Carbon budgets for management • Travel authorisation scheme • Limits to number of people attending events • Less frequent international team meetings	No

Org	Carbon offset policy?				Existing/planned measures to manage travel footprint?		
	Yes/No	Coverage and calculation	Offsetting scheme used	Financing	Yes/No	Main measures (existing or planned)	Formal travel policy?
H	Under discussion	N/A	N/A	N/A	N/A	N/A	N/A
I	Under discussion	• Covers energy and travel of organisation; and also working with partners on monitoring environmental sustainability of programmes, with the aim of eventually measuring and including footprints of partners in developing countries. • Carbon footprint calculated using DEFRA 2006 guidelines[9] and the Carbon Neutral Company's[10] web air-distance calculator. • Also assisted by Best Foot Forward (UK-based carbon and ecological footprint consultancy) and Eurostar. • Calculations verified by global assurance firm SGS.	• Also investigating how to best compensate poor communities for the damage caused by emissions produced. Includes review of commitments to offsetting.		Yes	Existing: • Introducing tighter controls on travel and more effective systems to monitor environmental implications of travel: • Each team required to fill in a 'travel and print' spreadsheet, as part of the financial planning process. Allows staff to plan number of journeys and supplies a carbon calculation, which is then reviewed by a Travel and Environment Advisor, who encourages reduction/elimination of journeys and provides feel for footprint of each team.	Yes
J	Yes but under review	• Emissions from office activities and travel • Externally audited carbon footprint by C-level. • Currently developing more advanced monitoring system	• Investing in wind turbines in local schools • Funding fuel efficient cook-stoves projects • Offsets only some of total footprint	Core funding with early moves to project-based financing		Existing: • Tele-conference facilities, installing webcams for skype, energy efficiency and cycle schemes Planned: • Developing flexible travel policy with action pledges from each team. • Including offsetting costs in future project budgets • Creating offsetting challenge fund for offsetting schemes to promote more innovative approaches.	No; being developed for 2008

---

[9] http://www.defra.gov.uk/environment/business/envrp/envkpi-guidelines.pdf
[10] www.carbonneutral.com