

Internal Climate Change policy and strategy for DanChurchAid
Januar 2010.

INTRODUCTION	2
1. BACKGROUND AND OBJECTIVES	2
1.1 Ethical and theological background	2
1.2. Present DCA HQ emissions – our carbon footprint	2
1.3 Long-term goal	4
1.4 Short-term objectives	4
2. ACTIONS TO REDUCE DCA EMISSIONS	5
2.1. Transportation/travelling	6
2.2 Compensation for DCA HQ emissions	7
2.3. Focus on Headquarters	8
3. IMPLEMENTATION OF THE STRATEGY	10
3.1. Organisational setup and communication	10
3.2. Next steps: Communicating and implementing the strategy	10
3.3 Further steps to be taken: What is next?	11

Introduction

This strategy document outlines a path for how to reduce DCA use of energy and CO2 emissions, to levels which are sustainable and in line with IPCC scenarios for temperature rise and climate change. The strategy is divided in three parts. First, a section with background, present emissions, long term goal, and short term objectives, secondly a section about actions to reduce emissions, and finally a strategy for how to organise the work.

This strategy only considers emissions and actions related to the DCA Head Quarter in Copenhagen and all travelling activity bought through Vejle Rejser¹. In the end of the last section possibilities for initiating further phases of the strategy, including regional offices in Denmark, second hand shops in Denmark, regional country offices outside Denmark are explored.

1. Background and objectives

1.1 Ethical and theological background

Global warming will have severe and negative effects on the livelihood of millions of the world's poorest people. The most marginalised and vulnerable groups with the lowest adaptation capacity will be affected the most and forecasts foresee drastic impacts on poverty, food security and hunger in the world's poorest countries. There is a need for urgent action.

In our overall climate change policy, DanChurchAid has decided that we work to ensure that we limit global warming to maximum a two degree temperature increase, implying a significant reduction in greenhouse gas emissions especially in the rich countries, and that climate change mitigation policies and energy constraints safeguard the right of all people everywhere to reach a dignified level of sustainable human development and do not stand in the way of achieving the Millennium Development Goals.

Furthermore, DanChurchAid works from a Christian foundation and this gives us an even stronger obligation to tackle climate change. As Christians we call for a change in lifestyle in solidarity with the poor and marginalised and their fight for justice and protection against the negative effects from global warming.

This ethical and theological approach to climate change necessarily also has implications for our internal behaviour as organisation and how we manage our own resources, and that is the background for our decision to formulate an internal climate policy.

1.2. Present DCA HQ emissions – our carbon footprint

A firm calculation of all CO2-emissions is very difficult to achieve. With existing methods there will always be a margin of insecurity. Nevertheless, with the help of available instruments such as klimakompasset.dk, and climatefriendly.com we have made a calculation which includes the most important emission factors.

¹ Which means that the major part of international travelling, and some national travelling inside Denmark is included, although some of this is not related to HQ.

When calculating CO₂-emissions we are following the standards of the Greenhouse Gas Protocol, the GHG-method² which distinguishes between 3 categories or protocols: **Category 1:** Direct emissions (e.g. fuel used in DCA vehicles), **Category 2:** Indirect emissions (from the purchase of electricity, district heating and steam), **Category 3:** other indirect emissions³. Not all category 3 activities are included in our calculation of CO₂ emissions. In category 3 we have chosen to focus on the most important ones, namely emissions caused by travelling (airplane and taxi) and use of paper. The list could be expanded at a later stage including for instance trips in train and bus and employees travelling in their own car for work purposes.

Carbon Footprint DCA HQ and air travelling 2008

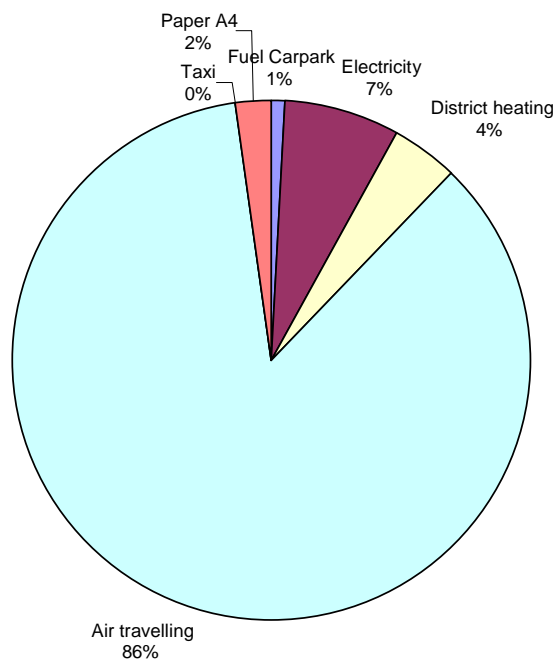


Figure 1

Carbon footprint DCA HQ 2008 - without air travelling

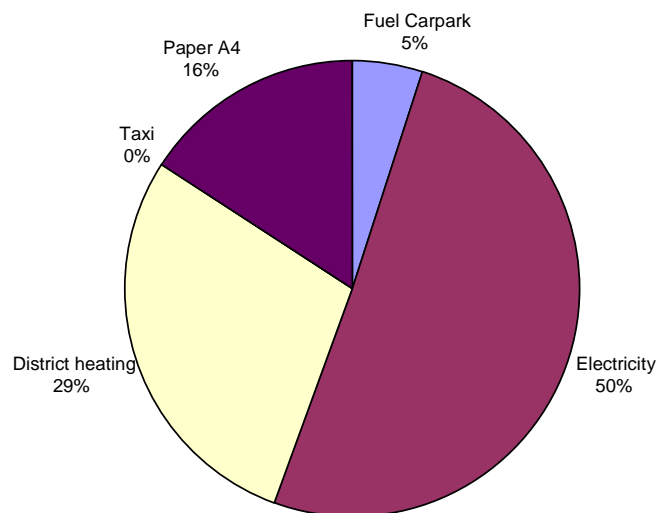


Figure 2

The calculation shows that **the Carbon footprint of DCA headquarters and air travelling in 2008 was of around 1500 tons CO₂**. 2008 is defined as the baseline year for future reduction targets since this is the first year where consistent data are available.

Figure 1 illustrates the distribution between different emission factors and reveals that emissions from air travelling is by far the largest part of our emissions (86 percent), followed by electricity (7 percent), heating (4 percent), and paper (1 percent). **Figure 2** shows the distribution when leaving air travelling out.

The CO₂-emission per employee in 2008 was 9,39 ton CO₂⁴.

² As described in WWF's klimaguide til virksomheder – En guide til hvordan virksomheder udvikler en klimastrategi. Grøntmij, Carl Bro, oktober 2008 p.9ff

³ a broad category covering activities carried out but not directly controlled by the company, eg employees' transport to and from work, business travels and distribution, transport of goods carried out by an external company, paper used in copy machines, printers, and printed material produced outside the house

⁴ The calculation is made by dividing the total CO₂ emissions at DCA HQ and from air travelling through Vejle Rejser in 2008 by the total number of employees at DCA in Denmark which in 2008 was 158. The total number of employees

1.3 Long-term goal

According to IPCC an overall cut in CO₂-emissions of 40 percent before 2020, compared to 1990 levels, is necessary at the global level to keep global temperature rise below two degrees. Based on the Greenhouse Development Rights approach this implies a 90 percent cut of emissions in Denmark. If all emissions were to be shared globally each person would have the right to emit approx. 1 ton CO₂ per year. Considering necessary emissions for accessing food, health and education, jobs in Denmark should ideally be carbon neutral. DCA wants to take this challenge seriously and the long-term goal is therefore:

DCA HQ emissions are reduced to zero in 2020 at the latest, including at least 40 % reduction in HQ in Denmark, and supplemented by MRV⁵ actions in developing countries, compared to 2008 levels. The aim is to extend this goal to and measure all relevant DCA activities.

100% reduction is not realistic if only real cuts in DCA emissions are counted. A considerable part of the emissions are, as will be shown below in section two, tied to international transport which is difficult to reduce without reducing DCA activities. Therefore the target is set to a 40% reduction by 2020 in line with IPCC recommendations, while the rest, 60 %, will be achieved through measurable, reportable and verifiable actions in developing countries, reducing an equivalent amount of emissions. 40 % real reduction means an average of around 5 percent yearly reduction in CO₂-emissions until 2020.

Since the use of electricity is already compensated by Natur-Energi and air travelling will be compensated through different climate projects, DCA is already compensating – or will be compensating a big part of the CO₂-emissions. Hence, the really big challenge will be to reach the 40 percent reductions – so that we “only” have to compensate 60 percent. The measures described below indicate only the first steps of this path. To reach the 40 percent new methods and technologies have to be identified along the way.

The baseline year 2008 is chosen as this is the year where reliable data is accessible. The goals and targets are **relative** and will be measured per employee. This means that the Vision and Plan target of a DCA turnover growth from 450 Mio DKK to 700 Mio DKK in 2012 would allow a similar growth in carbon emissions if number of staff persons increases accordingly. The argument for this is that more employees necessarily imply more use of energy, more flight travel combustible etc per person – and that a similar cut is supposed to happen in other organisations where the same employees are no longer working.

Becoming CO₂ neutral inevitably requires extra funding for new technologies, investments and offsetting. This price should not be paid by our partners in the Global South. We therefore commit ourselves to raise additional funds to ensure our CO₂ neutrality.

1.4 Short-term objectives

The short-term objectives follow directly from the long-term goal. An average annual cut in emissions of around 5 percent compared to the previous year. To achieve this, actions will have to

includes 11 staff members working in Denmark outside HQ. They are included in the calculations as their air travelling appears in the statistics from Vejle Rejser.

⁵ Measurable, Reportable and Verifiable (MRV) supported mitigation actions in developing countries may be counted as CO₂ reduction in Denmark. MRV is an internationally acknowledged term also used in the current UN climate negotiations to describe criteria for mitigation actions of governments.

be taken in a wide range of activities of the DCA (HQ related activities). How to reach this 5% target is elaborated in section three of the strategy. Furthermore, since reductions are easier on some areas than others, the short term objectives are differentiated in the following way:

1.4.1. Electricity

With the measures already decided (and some even implemented) big and quick cuts in emissions should be quite likely to happen. **In 2010 the goal should be a 30 percent reduction and additional 10 percent in 2011, resulting in a total of 40 percent in 2010 compared to 2008.** The remaining use of energy is already now being compensated through offsetting via Natur-Energi⁶.

1.4.2. Paper

The use of paper for individual printing and the big printer in the cellar should be **reduced by 25 percent in 2010 (= 8 tons CO2) and by 40 percent (= 13 tons CO2) already in 2011** compared to 2008. A continued focus on further reductions in printing should be kept also after that. This also contributes to the saving of electricity.

1.4.3. Travels

As shown, the vast majority of DCA CO₂-emissions are caused by air travelling. The emissions caused by air travelling should be reduced with at least 5 percent per year. All remaining air travelling will be registered⁷ and compensated⁸ through investments in climate projects. It should be noted that from 2007 to 2008 emissions from travelling activities went up by 40 percent. Hence, reductions on this area are urgent and require a strong focus.

1.4.4. Heating

Use of heating should be reduced by 5 percent per year in 2009-11 through improvements in installations and insulation and changed staff behaviour. The focus on saving should be maintained also in the years after. By 2011 the remaining emissions from heating should be compensated through MRV-actions.

1.4.5. Shrinking our ecological footprint

Along with the focus on CO₂ emissions this strategy also includes a broader focus on our ecological footprint, i.e. our environmental impact in terms of water, chemicals in cleaning materials, printers and copy machines, use of disposable plates, cups and cutlery etc. Some of these also imply CO₂-emissions when looking at a cradle to grave chain but this is currently not included in the emissions calculations. The overall goal is to minimise our ecological footprint. A continued reduction in the use of disposable plates, cups, cutlery etc. and a focus on choosing products **with as small a carbon footprint as possible together with and balanced by a focus on fair-trade, ecology and eco-labelled products (to be formulated in a procurement policy).**

2. Actions to reduce DCA emissions

During 2008 and 2009 there has been an increased focus on saving energy and reducing emissions within DCA premises. The calculations and strategies for the future are very much based on these initiatives already carried out.

⁶ A number of CO₂ quotas corresponding to our use of electricity are purchased and cancelled.

⁷ Many trips in Europe are not organised by Vejle Rejser but directly by staff persons themselves. These trips should be included in some way. A way to register this has to be found.

⁸ The current climate project for compensation is not MRV

We want to achieve a yearly 5 percent reduction in our carbon footprint, resulting in a 40 percent reduction before 2020 compared to our baseline year 2008. The easy reductions should be carried out as quickly as possible which means that on some emission factors, eg. electricity and heat, the yearly reductions should be much higher than 5 percent in the beginning.

The reduction objectives should be reached through the following kinds of measures:

1. Investment in improved technical installations and change to more climate friendly energy and heat suppliers.
2. Development and implementation of policies e.g. on transportation, travelling, printing, procurement/purchase etc.
3. Awareness raising and behaviour changing campaigns among the employed staff and volunteers focussing on selected topics with major environmental impact.
4. MRV actions of unavoidable CO2 emissions

These elements should be incorporated in the Vision and Plan process and other strategic/planning discussions in order to make sure that the necessary resources in terms of money and working hours are set aside for the purpose.

Below actions within the main areas of emissions are described.

2.1. Transportation/travelling

A policy on travelling will be developed in order to limit CO2 emission from transport, especially air travelling. The policy will include the following points:

A. Domestic travelling in Denmark

- All travelling in Denmark should be with public ground transportation⁹. No domestic flights are accepted unless very special conditions are present and permission is given by the relevant director or, if directors want to use domestic flights, by the General Secretary. The same will apply to the use of taxi in Copenhagen.

- When people travel with their own car to meetings, they should only be compensated with the price of the cheapest train ticket.

- Proposals for reducing the number of face to face meetings between staff members in Copenhagen and Aalborg/Esbjerg/Århus eg by using Skype or other video conference equipment.

B. International travelling

- The emissions from air travelling should be reduced primarily by **reducing the number of trips**. This means that in each case it should be carefully considered whether this trip is really absolutely necessary. There is a lot of potential savings of money, time and CO2.

⁹ For the moment an exception will probably have to be made for employees who have to visit many different cities in short time – like those who work with second hand shops.

- When travelling is necessary, the CO₂-emission can be reduced by choosing more climate friendly travelling methods on shorter distance (train, bus inside Denmark and Europe) and by avoiding unnecessary stopovers on the flight, even if this makes the ticket more expensive.

C. Video conferences

The use of video or satellite connections should be explored to the maximum, taking into account the different obstacles in terms of weak and unstable internet connections in partner countries and the need for a major shift in meeting mentality.

D. Proposed compensation for the effects on staff wellbeing

- E.g. free mobile wireless web connection for all staff members travelling in Denmark or abroad.

2.2 Compensation for DCA HQ emissions

DCA has decided to set aside a yearly amount of money equivalent of the yearly emissions from DCA air travels as calculated by Vejle Rejser. The amount set aside in 2009 is 110,36 DKK per ton CO₂¹⁰.

To be counted as compensation the money should be spent on activities which are Measurable, Reportable and Verifiable (MRV). However, this will not be the case for the first 2 years. Instead of buying existing CO₂ credits in external projects, DCA wants to use this money to enhance partner organisations' ability to establish new CDM (Clean Development Mechanisms) certified projects (which also will fulfil the MRV criteria if implemented a successful manner). Furthermore the money will be used to strengthen DCA capacity to advice and support partners in the process of certifying. The purpose is both to facilitate technology development/transfer and to help partners to generate new sources of income in order to be better able to deal with climate change adaptation and mitigation. This is in line with what the Danish 92 Group¹¹ has decided to do.

Biogas project in Bangladesh

The money of the first 2 years (2009-2010¹²) will be used for a project in Bangladesh. Through Access2Innovation DCA has initiated a technology transfer project with the aim of expanding the biogas capacity of Bangladesh. Through the partner organisation RDRS, DCA wants to further develop the existing Biogas installations in Bangladesh in order to increase efficiency. Two Danish Biogas Companies and two Danish universities will deliver the needed technology to the project.

This will make poor farmers able to achieve climate friendly energy and fertiliser in an efficient and cheap way.

The purpose of the project is to replace burning of wood and cow dung with biogas. Because of the perspective of CO₂ savings DCA will start the process of a CDM certification of the project. In the long run this will enhance the commercial and environmental sustainability of the project and ensure the possibility of supporting the individual farmer economically.

¹⁰ Amount used on www.climatefriendly.com

¹¹ A coalition of 22 Danish NGO's working on issues related to environment and development. DCA is a member of the Danish 92 Group.

¹² By January 2010 the project in Bangladesh has not been able to absorb the 2009 money. For this reason DCA has decided to earmark the 2009 compensation money to the climate projects covered by "Giv en Ø" (give an island)

In the longer run DCA wants to support partners in CDM certification of projects. The project in Bangladesh will help collect experiences with and knowledge about CDM certification processes which can be used actively to support other partners.

After the first two years it should be discussed whether the flight compensation money could still be spent on this kind of projects, which in themselves are not MRV but which may lead to MRV actions, or whether it should be spent on projects that are MRV – hopefully our own projects or else alternative MRV project which should be identified for 2011 and beyond.

It will be emphasized that the emission compensation payments should be used on mitigation activities in our cooperation countries and be targeted towards creating benefit for poor and marginalised people. We will not just buy CO₂ quotas on the European market.

The same concept may be used for compensation of other DCA emissions in a longer perspective.

To promote economic efficiency we will try to fix a high internal quota price (substantially higher than the current level) that can be used in making choices on actions where price and emissions can and be compared.

Offsetting from air travel – to be multiplied with 2,7

IPCC recommends that emissions caused by air travelling should be multiplied by 2,7 since emissions from air travels are on an average 2,7 times stronger than if the same emissions were taking place on the ground. The GHG protocol is not taking this into account so companies are recommended to diverge from the protocol on this point (see WWF 2008 p. 14). In 2009 and 2010 the emissions of DCA as calculated by Vejle Rejser will not multiplied by 2,7 but as soon as it is possible to do financially we will identify a way to introduce this factor in the calculation.

2.3. Focus on Headquarters

From 2009 onwards there should be a focus on emission savings in DCA HQ in Copenhagen. A lot of initiatives are already being taken, and these should continue. Additional measures are currently under consideration and a calculation of price vs reduction potential should help decide which initiatives should be carried out first.

2.3.1. Policies and internal campaigns

Paper and printing (2010 and onwards)

The amount of paper used for printing in DCA Headquarter in Copenhagen was in 2008 104 tons according to the conversion factor provided by the paper company Mreal. This equals a CO₂-emission of 33,5 tons, i.e. 16 percent of emissions others than transport/travelling. Reductions should mainly be achieved by increased awareness and change of behaviour among staff members, i.e. by way of limited printing and photocopying. The new IT-strategy will also facilitate a change of behaviour.

New IT-strategy and policy

In autumn 2009 the IT department has made an analysis of the use of printers in the house as part of a new IT strategy. The new strategy will include a policy for printing and new standard settings for printers. In January 2010 a so-called “follow me” printing system has been established to eliminate “forgotten prints” and introduce double sided printing as a standard. A **policy on paper and**

printing is to be formulated, integrated in the staff manual and promoted through awareness raising activities etc.

Focus on heating (2009 and onwards): Campaign on heating

As a supplement to the technical installations already implemented a campaign should be carried out in October 2010 when heating season begins. This campaign should be repeated every year in October. A graphic presentation showing the development in the use of heat in the building could be shown at a morning meeting at the beginning and at the end of each heating season (October and May).

Focus on lighting (2009 and onwards): Turn off the light Campaign

When all technical installations are in place related to lighting, a campaign should be carried out. This campaign should also be accompanied by graphs showing the development in the use of electricity.

Development in use of electricity could be monitored and presented more often, every 3 months (February, May, August and October/November).

Wind mills and solar cells

The issue of reducing or eliminating CO₂ emissions from electricity and heating could be addressed in more radical ways if DCA decides to become self-sufficient (or even a Plus Energy House¹³), e.g. by building its own windmill(s) and/or placing solar cells on the roof of the HQ-building – or elsewhere. This possibility requires a lot of further investigation and projecting which is not within the scope of this paper but which could certainly be considered as a possibility – with a lot of branding potential as well. External partners such as Nordic Folkecenter for Renewable Energy could be contacted for possible cooperation.

Focus on food (2010):

Although difficult to measure, food is an important climate factor¹⁴. A vegetarian diet is much more climate friendly than eating meat. 1 kilo of meat causes an average CO₂-emission of 3,12 kilos compared to 0,12 kg CO₂ from 1 kg vegetables. Beef and lamb are the most climate unfriendly kinds of meat. Pork causes 2-3 times less CO₂ emission than beef and chicken is the most climate friendly kind of meat. When it comes to vegetables the best choice is the local seasonal vegetables while vegetables produced in greenhouses cause a lot of CO₂-emission. Hence this strategy also includes a focus on food wherever it is relevant.

Policy on food and disposables

The focus on food will include a policy on climate friendly food to be served during meetings at DanChurchAid. It should include a balanced preference for ecological/fair trade/local food. The use of disposable food service (engangs-service) could also be addressed in this policy.

If a central staff lunch system is established in HQ climate friendliness should be one of the central criteria in the choice of lunch supplier and menus..

¹³ See e.g. www.folkecenter.net/gb/tour/plusenergy/

¹⁴ Food is not reflected in the current Carbon Calculation

3. Implementation of the strategy

In 2009-2010 the main focus for the work should be the organisational setup, travelling policies for all DCA staff persons, and measures taken in the headquarters in Copenhagen.

3.1. Organisational setup and communication

One staff person, an **Internal Climate Officer**, should be responsible of implementing and further developing the internal climate policy. The person should be in charge of following up and further developing the strategy. The working time set aside is 20 percent of a full time position (i.e. one day per week)

It is important to enhance organisational integration of this strategy through involvement of staff members across the organisation. This could be done as an internal climate network or a group of Climate ambassadors – exact concept to be decided. They could have the task to promote and encourage climate and environment friendly behaviour both in their own groups/units and across the organisation and to inspire the Internal Climate Officer with ideas and suggestions about the strategy, the internal communication about the climate policy and planning of the future work. They could meet as a working group at an *ad hoc* basis. A special mailing list for climate ambassadors/network could be created and they could be included in discussions about initiatives and encouraged to take action in their units/groups. Special courses or meetings could be arranged with the climate ambassadors – both with general and specific focus.

The work should be followed closely by the **Cooperation board** and by **DCA senior management**. The Internal Climate Officer should in work with the climate policy refer to the director of the secretariat or a relevant middle manager depending on the actual placement.

3.2. Next steps: Communicating and implementing the strategy

As soon as the internal climate policy is ready, it should be presented at a morning meeting. This should include

- The general strategy, including a few words on why this is done
- A presentation of the calculations of DCA carbon footprint and the goals and strategy to reduce it in the short and long run. It should be illustrated with the overall CO₂-emissions graph, supplemented by more information about each of the major emission groups (air travelling, heating, electricity and paper) and the proposals on how to reduce on each of them.
- The organisational setup should be explained
- Staff members should be encouraged to engage in the work.
- The first activity, e.g. the “printer competition” should be launched.
- Activity plan for 2010

After the meeting an information e-mail should be sent out to all staff members. The Policy should be made public as soon as it is ready.– and the way to do it should be decided. As a first point it has to be presented in a clear and transparent way on the DCA website and in “Magasinet”.

At frequent intervals, and especially when campaigns are running, there should be a short presentation at the monthly morning meeting of the state of affairs with the work plus the latest

results of the current activity. In October good practices related to office heating, ventilation and open doors and windows should be explained/reminded.

A monitoring system to follow up on developments in DCA use of energy and resources has to be established based on the information gathered for this paper. The follow up should be carried out by the Internal Climate Officer.

3.3 Further steps to be taken: What is next?

The first main focus of the climate strategy is DCA's own activities related to the headquarter in Noerregade, Copenhagen. Other offices in Denmark, the second hand shops all over the country and the regional offices will be included in the coming years. A further development of the strategy, involving and incorporating other areas of work should be done in the coming years.

Proposed time frame for extension of the strategy

The climate strategy should be revised and developed to include:

1. DCA headquarter in Copenhagen + travel policies (from 2009 onwards). Investment strategy for installations to reduce energy consumption to be formulated.
2. Other DCA offices in Denmark + second hand shops + general procurement policy (from 2010 onwards)
3. DCA Regional and national offices around the world and HMA (from 2011/2010 onwards)
4. DCA supported partner projects (from 2012 and onwards)

In 2010 DCA wants to initiate a dialogue with our partners in APRODEV and ACT about internal climate policies in order to exchange ideas, inspiration and best practises and specifically to agree about common guidelines for climate policies in shared regional offices.

3.3.1 DCA HQ

This area is covered by the present strategy.

3.3.2. Focus on other offices in Denmark and second hand shops (2010 ->)

From 2010 data on the use of energy (heating and electricity) should be collected for all local DCA offices in Denmark (Århus, Odense Aalborg, Esbjerg) and a change of energy provider, e.g. to Natur-Energi, should be considered.

Staff members in local offices could be part of all campaigns from the beginning to the extent that it makes sense and they could be invited to a dialogue with the climate task force on how they could become more integrated in the work with the internal climate policy.

The local offices should be asked to start registering: Electricity, heating, use of gasoline/diesel/kilometres travelled by car, air travelling.

3.3.3. Second hand shops

In 2010 a consultation should be held with the staff and volunteers working in the second hand shops on how they could become involved in the work with the internal climate policy. The network Grøn Butik (Green Shop – see www.groenbutik.dk) run by Energitjenesten could be involved in this consultation and the possibility of the second hand shops becoming green shops could be considered.

In 2010 the second hand shops could propose to the media group that they make an advertisement campaign promoting second hand as climate friendly shopping.

3.3.4. Focus on regional offices and HMA (from 2010/2011)

A first email consultation with regional offices and HMA should take place in 2010 and they should be encouraged to start thinking about how this strategy could be implemented. From 2011 the regional offices and HMA should be more actively involved in the internal climate policy. Exactly how this should be done should be identified by the Internal Climate Officer in cooperation and dialogue with the regional representatives. In the cases where the offices are run together with other APRODEV organisations, these organisations should be involved in this work.

If possible regional offices should be included in the travelling policy already by 2010 together with the rest of the organisation.

The Regional Representatives have been invited to comment on the climate policy when it was decided by senior management. And they should from the beginning be invited to start thinking about how to implement the policy in the regional offices – including topics such as solar cells, air conditioning, diesel generators.

A checklist for inspiration should be sent to the regional offices – and a form to be filled out should be tested in one regional office first.