

Quality Assurance Procedures

Measuring Carbon
Footprint

July 2016

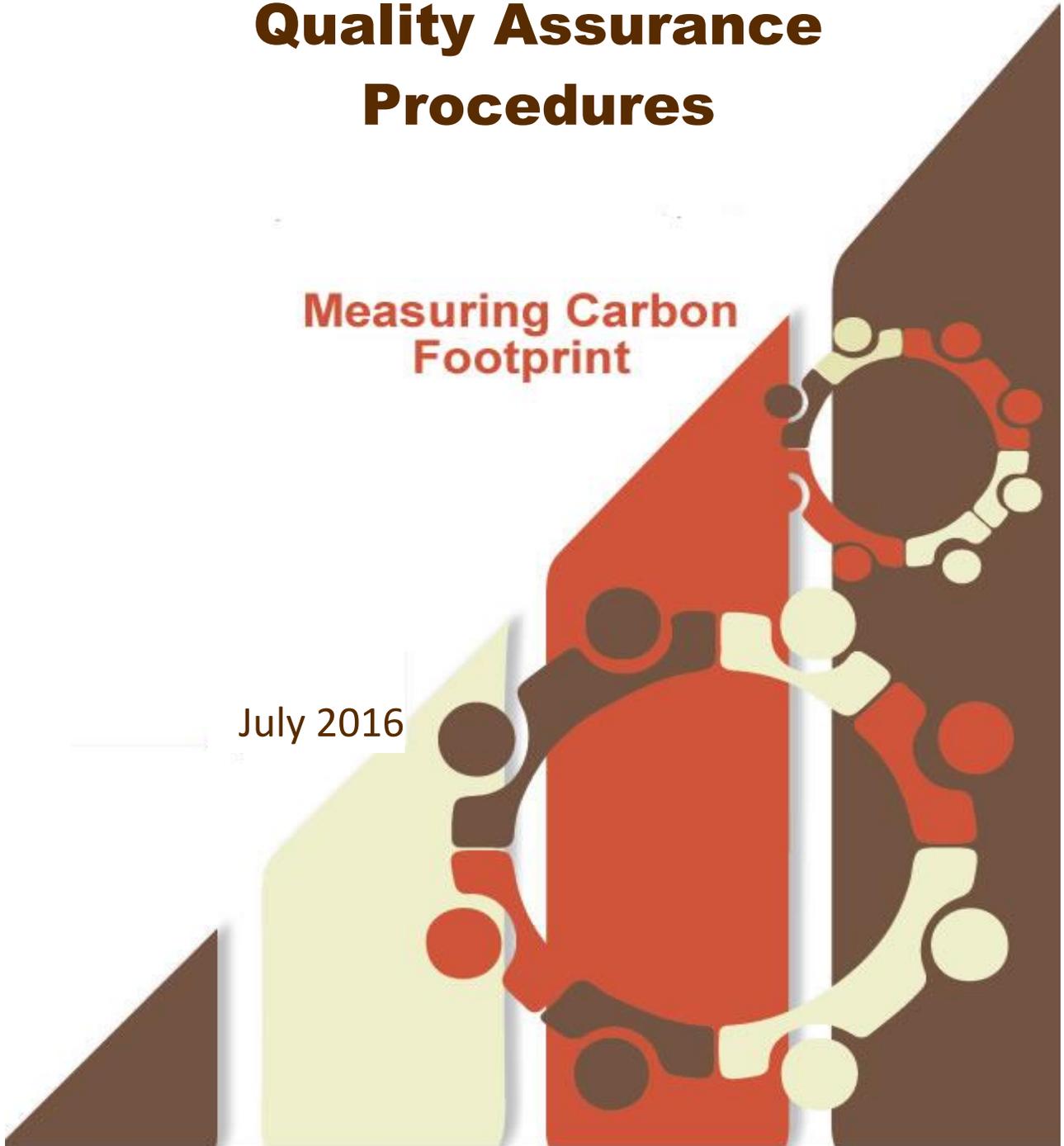


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List of Acronyms

CNFP	Climate Neutral Focal Point
DES/KD	Deputy Executive Secretary/Knowledge Delivery
DoA	Division of Administration
ECA	Economic Commission for Africa
EPI	Environmental Performance Indicators
FMS	Facilities Management Section
GHG	Greenhouse Gas
ICAO	International Civil Aviation Organization
IDEP	Institute of Development and Economic Planning
MS	Member States
OQS	Operational Quality Section
PMD	Performance Management Dashboard
REC	Regional Economic Communities
SPOQD	Strategic Planning and Operational Quality Division
SRO	Sub Regional Office
TTVU	Transport, Travel and Visa Unit
UN-EMG	United Nations Environment Management Group
UNEP	United Nations Environment Programme

Background

The United Nations Economic Commission for Africa (ECA) launched a Commission-wide effort towards meeting its climate neutrality commitments as part of its new programme orientation that took effect in March 2013. Environmental issues have been incorporated in the Performance Management Dashboard (PMD) as one critical area of performance and Environmental Performance Indicators (EPI)¹ and binding carbon targets are also established to track and measure progress towards annual plans. The Commission has plans to reduce its Greenhouse Gas (GHG) emissions by 3% each year between the years 2014-2018 with the ultimate objective of reaching the UN sustainability vision by 2020.

This document is designed to provide a set of step-by-step instructions and methods which help to ensure that ECA's carbon accounting² and reporting processes and procedures meet acceptable standards. The development and use of these procedures will also facilitate evidence-based decision-making and continual improvement. The document introduces the existing organizational guidelines, mandates and documents to guide the quality assurance process. It also explains the specific templates and checklists to be used by the responsible programme managers or focal points at each step of the process: Entry, Implementation, Exit and Lessons Learned.

Existing Policies, Guidelines, and Manuals

The main frameworks guiding the carbon-neutrality initiatives at ECA and their objectives from a quality assurance point of view are summarised in table 1.

Table 1
ECA framework for carbon-neutrality

Policies, guidelines, and manuals	Implications
UN Climate Neutral Strategy	<ul style="list-style-type: none">• Ensuring the highest standards possible for attaining a credible climate-neutral approach
Guide to carbon offsetting for United Nations organizations	<ul style="list-style-type: none">• Launching carbon offset programmes• Alternative approaches to procurement
A Guide to Greenhouse Gas Emission Reduction in UN Organizations	<ul style="list-style-type: none">• Providing an overview of approaches to reducing emissions of greenhouse gases from UN organizations, within the boundaries set in the UN Climate Neutral Strategy• Offering a generic model how to approach emission reduction, along with key emission reduction options

¹ It is an expression that provides information about an organization's environmental performance.

² It is the measurement, monitoring, benchmarking and reporting of an organisation's Greenhouse Gas Emissions in a defined time period.

Policies, guidelines, and manuals	Implications
A Vision of a Sustainable UN 2020	<ul style="list-style-type: none"> To adapt and accelerate a transition towards a sustainable UN
ECA Strategy Document “ <i>Putting Africa First</i> ”	<ul style="list-style-type: none"> Promoting better quality of products and services
Operational Quality Policy and Plan 2014-2017	<ul style="list-style-type: none"> Quality assurance plan Organization of quality reviews
Report of the Task Force on ECA Green Policy	<ul style="list-style-type: none"> Incorporation of “green” strategies in the new ECA Business Model Supporting carbon assessment, benchmarking, reduction and reporting
Administrative Instruction no. ST/ECA/AI/2014/002	<ul style="list-style-type: none"> Reduction of emissions through effective greening of in-house processes and activities Promotion of measures and cultures that ensure sustainable development principles and practices
Administrative Circular no. ECA/AC/2013/01	<ul style="list-style-type: none"> Use of alternative ways of doing business, e.g. videoconferencing, teleconferencing, etc. Biennial reporting on carbon footprint by divisions

Description and Scope

ECA continues to retain high policy awareness of environmental sustainability and has made firm commitments to reduce its carbon footprint. Carbon footprint is a measure of the total amount of carbon dioxide emission that is accumulated over the life of a product or service. ECA’s major sources of emission are from official air travel, heating/ventilation, official vehicles, and electricity consumption.

ECA Divisions, SROs and IDEP have important roles to play in the Commission’s transition to low-carbon operations. The Division of Administration (DoA) is responsible for the implementation of the ECA green policy and reports to the Senior Management Team. It also provides corporate guidance and promotes measures to ensure that the Commission pursues sustainability in all its operations, facilities and work practices.

Quality Assurance

Calculating emissions is a multi-step process and an accurate and useful inventory can only be possible after careful attention to the quality and type of data required. The data entry forms and the associated instructions contained therein provide the basis for quality assurance procedures. Detailed guidance and important notes along with the steps to be followed are also presented. The Facilities Management Section should outline the planned quality assurance interventions as part of its self-assurance responsibility in the quality assurance plan.

Figure 1 summarizes the main roles and responsibilities of the responsible ECA unit during self-assurance and of OQS and/or quality assurance panels during external review.

Figure 1
Quality Assurance Process

ECA Product/Service Quality Assurance Procedures



To help ensure that the data collection, measurement and reporting processes meet the requirements outlined in the guidelines mentioned above, the Climate Neutral Focal Point (CNFP) must complete and sign off all the required forms, checklists and supplementary information templates. Staff members involved in carbon accounting are expected to liaise with and seek the advice and guidance of the CNFP at the Facilities Management Section (FMS) who is in charge of coordinating the process. All ECA Divisions, SROs and IDEP also have important roles to play in the Commission's transition to low-carbon operations.

Tasks and responsibilities related to the measuring ECA carbon footprint are shown in table 2. A summary of the generic ECA quality assurance procedures is presented in table 3. Annex 1 outlines what should be reviewed at each stage in the development of a product or preparation of a service while Annex 2 provides details on who is responsible for self-assurance, external quality reviews, as well as for making the final decision to approve a product/delivery of a service or not. Templates or checklists to be used for each step of the quality assurance system (entry, implementation, exit and lessons learned) are also provided in Annexes.

Table 2
Carbon Footprint: Tasks and responsibilities

Tasks	Responsibility
1. Planning	
Set goals, organize roundtables and orientation sessions with designated staff; establish timelines and deadlines; develop methodologies harmonized with the other UN organizations.	CNFP, in collaboration with ECA Divisions, SROs and IDEP
Collect and organize relevant instruction manuals, support guides and procedures on data collection, estimation and reporting	
Communicate and collaborate with ECA Divisions/SROs/IDEP; form committees or identify and designate staff members for data collection and analysis, if applicable	
Prepare <i>Quality Assurance Plan</i> for self-assurance	
2. Implementation (Development and Production)	
Define the scope and take an inventory of all sources of emissions Sources include purchased electricity, stationary combustion, purchased steam, refrigeration and air-conditioning equipment, air travel, mobile sources, and public transportation	CNFP
Collect and present the data on agency/office	Designated Staff
Collect and present the data on office facility	Designated Staff
Collect and present the data on purchased electricity	Designated Staff
Collect and present the data on stationary combustion	Designated Staff
Collect and present the data on refrigerants	Designated Staff
Collect the air travel data, do the calculation using the International Civil Aviation Organization (ICAO) Air Travel calculator and present the data	TTVU
Collect and present the data on mobile sources (i.e. ECA owned or leased vehicles)	TTVU
Transmit the compiled data to Brindisi for Carbon Footprint calculation	CNFP
Prepare a detailed GHG emissions synthesis report including key findings, recommendations, a breakdown of emissions by source and emission reduction options/strategies and transmit to the Chief, FMS	CNFP
Revise the report based on the comments by the Chief, FMS	CNFP
Based on findings deploy a series of mitigation strategies aimed at reducing the Commission's carbon footprint	Director, DoA
3. Distribution	
Submission of the final report to OQS for quality review	Chief, FMS
Dissemination of the report	Director, DoA
4. Lessons Learned	
Capture lessons learned throughout the product realization	CNFP
Compile lessons learned from Track 1 and Track 2 and discuss the implications with respective parties	OQS

Note: CNFP- Climate Neutral Focal Point, DES/KD- Deputy Executive Secretary/Knowledge Delivery, FMS-Facilities Management Section; TTVU-Transport, Travel and Visa Unit

Table 3
ECA Product/Service Quality Assurance Procedures

Ref	Procedures	Role (Track 1)	Checklist (Track 1)	Role (Track 2)	Checklist (Track 2)
1	Conduct Design stage product/service review (Review of Concept Note)	QA Reviewer	Review instrument	QA Reviewer	Review instrument
1.1	Make adjustments as needed and approve Concept Note	Responsible Director/Task Team	<ul style="list-style-type: none"> Guidelines for Concept Note (annotated outline) QA Review Form (based on ECA Quality Objectives) 	N/A	N/A
2	Conduct Implementation stage product/service QA Review	QA Reviewer	Review instrument	QA Reviewer	Review instrument
2.1	Identify areas that need improvement and take necessary action	Responsible Director/Task Team	<ul style="list-style-type: none"> Concept Note QA Plan QA Review Form 	N/A	N/A
3	Conduct Exit stage QA Review	QA Reviewer	Review instrument	QA Reviewer	Review instrument
3.1	Review completed product/service preparation and recommend external review	Responsible Director/Task Team	<ul style="list-style-type: none"> QA Review Form 	N/A	N/A
3.2	Recommend a decision on whether to approve Product or not Recommended decisions include: <ul style="list-style-type: none"> Approve Approve with modifications Disapprove 	N/A	<ul style="list-style-type: none"> N/A 	OQS or Panel	QA Review Form
3.3	Final Approval <ul style="list-style-type: none"> Review Product QA assessment, make adjustments as needed and approve 	N/A	<ul style="list-style-type: none"> N/A 	DES-KG or DES-KD, Director of SPOQD (depending on specific product/service)	
4	Summary comments and lessons learned as needed	QA Reviewer	Review instrument	QA Reviewer	Review instrument
4.1	Report on lessons learnt	Responsible Director/Task Team	<ul style="list-style-type: none"> QA Review Form QA Plan 	QA Panel, OQS	<ul style="list-style-type: none"> QA Review Form QA Plan

Overall Quality Assurance Process

Annex 1

Objects of Quality Assurance Review

Product/Service	Entry	Implementation	Exit	Comments
Publications	Concept Note	<ul style="list-style-type: none"> Data collection/validation Drafting 	Final publication	Quality objectives are assessed at <i>Exit</i> Approval body differs by the publication type
Events	Concept Note	<ul style="list-style-type: none"> Preparation and dissemination of documents Logistical arrangements 	Status of preparation (Final version of event planner)	Quality objectives are assessed at <i>Exit</i> Review is conducted in advance of the event
Country Profiles	Concept Note & Template	<ul style="list-style-type: none"> Data collection/validation Drafting 	Final profile	Quality objectives are assessed at <i>Exit</i>
Programme Management	Guidelines for planning, monitoring and evaluation	<ul style="list-style-type: none"> Development of planning instruments Data collection and validation for M&E 	<ul style="list-style-type: none"> Final draft of strategic planning instrument 	Quality objectives are assessed at <i>Exit</i>
Performance Management Dashboard	User Guide & Online Platform	<ul style="list-style-type: none"> Data entry/validation 	<ul style="list-style-type: none"> Final dataset Dashboard Reports 	Quality objectives are assessed at <i>Entry</i> and data quality reviewed at <i>Exit</i>
ECA Indices (ARII, ASDI and AGDI)	Concept Note	<ul style="list-style-type: none"> Data collection/validation 	<ul style="list-style-type: none"> Final dataset Associated reports 	Quality objectives are assessed at <i>Entry</i> and data quality reviewed at <i>Exit</i>
ECA Corporate Databank	Operating Procedures and Protocol for Data Management & Online Platform	<ul style="list-style-type: none"> Data entry, validation, harmonization and dissemination 	<ul style="list-style-type: none"> Final datasets Associated data reports 	Quality objectives are assessed at <i>Entry</i> and data quality reviewed at <i>Exit</i>
Carbon Footprint	Plan for monitoring greenhouse gas emissions	<ul style="list-style-type: none"> Data collection/validation 	Final dataset	Quality objectives are assessed at <i>Entry</i> and data quality reviewed at <i>Exit</i>

Annex 2
Quality Assurance Review Bodies

Procedure		Self-Assessment made by	Reviewed by QA Panel/ OQS	Panel members if reviewed by Panel	Final clearance made by
Publications	Policy briefs	Author: Research Divisions	QA Panel	5 ECA staff members with expertise in the publication + 1 non-ECA member.	Director: Research Division*
	Flagship publications	Author: Research Divisions	QA Panel		SMT*
	Geographic headline publications	Author: SROs	QA Panel	Proposed members: representatives from MPD, RITD, SDPD, ACS, and 1 SRO	DES-KD
	Thematic headline publications	Author: Research Divisions	QA Panel		Director: Research Division*
	Policy newsletters	Author: Research Divisions	QA Panel		External Communications and Media Relations Section (ECMRS)/PIKMD*
	ECA journal articles	Author: Research Divisions	QA Panel		Journal editorial board*
	Special thematic reports	Author: Research Divisions	QA Panel		Director: Research Division*
	Case studies, research papers and working papers	Author: Research Divisions	QA Panel		Director: Research Division + SROs*
Events	CoM	Conference Services, OES	Organizing Committee/OQS as a member	N/A	SMT
	ADF	Conference Services, OES	Organizing Committee/OQS as a member	N/A	SMT
	Other events: KG	Conference Services, Organizing Division	OQS	N/A	Responsible Director
	Other events: KD	Conference Services, Organizing Division	OQS	N/A	Responsible Director
Country Profiles		Author: SROs	QA Panels	2 English and 2 French Panels composed of at least 3 ECA staff members + 1 non-ECA member	DES-KD

Procedure	Self-Assessment made by	Reviewed by QA Panel/ OQS	Panel members if reviewed by Panel	Final clearance made by
ECA Indices	Author: RITD, SDPD, ACGD	QA Panels	5 ECA staff members with expertise in the publication + 1 non-ECA member. Proposed members: representatives from MPD, RITD, SDPD, ACG, ACS, and 1 SRO	DES-KG
PMD	PMD Team	OQS	N/A	Director-SPOQD
Programme Management	PPBS	OQS/QA Panels Suggested to be undertaken by OQS. However, a Panel is required as per the OQPP and the proposed ECA Panels.	5 ECA staff members with expertise in programme management Proposed members: representatives from RITD, SDPD, PIKMD, ACS, and SRO-CA	Director-SPOQD
Carbon Footprint	CF Team (DoA, SID, RITD, SPOQD)	OQS	N/A	Director-DoA

Quality at Entry

Annex 3 Quality Assurance Plan

Quality Assurance Plan				
<p>This tool is intended to assist the CNFP in self-assuring, improving and maintaining the quality of the measurement, monitoring, benchmarking and reporting of Greenhouse Gas Emissions. The information documented in this plan will provide the basis for ECA-wide internal reviews and external reviews by the Quality Assurance Panels and the Operational Quality Section. The CNFP is responsible to monitor the implementation of this plan.</p>				
<p>Title: Product/Service Category: Description: Responsible Manager: Timeline:</p>				
<p>Internal review process: <i>Describe plans for internal review of the quality of the carbon footprint report during its planning, implementation and distribution, and highlight potential quality bottlenecks and risks as well as potential mitigation techniques in each phase.</i></p>				
Activities	Responsibility	Timeline	Anticipated Quality Bottlenecks & Risks	Suggested Mitigation Techniques
Set goals, organize roundtables and orientation sessions with designated staff; establish timelines and deadlines; develop methodologies and measures up-to-date and harmonized with the other UN organizations.	CNFP, in collaboration with ECA Divisions, SROs and IDEP			
Collect and organize relevant instruction manuals, support guides and procedures on data collection, estimation and reporting				
Communicate and collaborate with ECA Divisions/SROs/IDEP; form committees or identify and designate staff members for data collection and analysis, if applicable				
Prepare <i>Quality Assurance Plan</i> for self-assurance				
Define the scope and take an inventory of all sources of emissions Sources include purchased electricity, stationary combustion, purchased steam, refrigeration and air-conditioning equipment, air travel, mobile sources, and public transportation	CNFP			
Collect and present the data on agency and office information	Designated Staff			
Collect and present the data on office facility	Designated Staff			
Collect and present the data on purchased electricity	Designated Staff			
Collect and present the data on stationary combustion	Designated Staff			

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Collect and present the data on refrigerants	Designated Staff			
Collect the air travel data, do the calculation using the International Civil Aviation Organization (ICAO) Air Travel calculator and present the data	TTVU			
Collect and present the data on mobile sources (i.e. ECA owned or leased vehicles)	TTVU			
Transmit the compiled data to Brindisi for Carbon Footprint calculation	CNFP			
Prepare a detailed GHG emissions synthesis report including key findings, recommendations, a breakdown of emissions by source and emission reduction options/strategies and transmit to the Chief, FMS	CNFP			
Revise the report based on the comments by the Chief, FMS	CNFP			
Based on findings deploy a series of mitigation strategies aimed at reducing the Commission's carbon footprint	Director, DoA			
Submission of the final report to OQS for quality review	Chief, FMS			
Dissemination of the report	Director, DoA			
Capture lessons learned throughout the product realization	CNFP			
Compile lessons learned from Track 1 and Track 2 and discuss the implications with respective parties	OQS			

Lessons Learned: What lessons learned from last year's measurement, monitoring, benchmarking and reporting of Greenhouse Gas Emissions will inform the planning of this year?

Completed by:	Date:
Authorized by:	Date:

Quality at Implementation

Annex 4

List of data collection instruments to be completed

During the internal and external review process, the following data collection and analysis templates might be requested. The Carbon Neutral Focal Point is to submit these documents upon request.

Document	Yes	No	Remark
Mandatory Agency and Office Information <i>All required information concerning the reporting office is completed on the UN Greenhouse Gas Data Entry Form</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Mandatory Facility Information <i>All buildings to be reported are identified and entered in the Facility tab</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Purchased Electricity <i>The amount of electricity purchased for the reporting period from an external supplier is presented. This information is required separately for each building/office/unit</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Stationary Combustion <i>The type and the amount/quantity of fuels (oil, coal, gas etc.) that are purchased and consumed for heating, electricity generation and cooking, etc. are presented</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Refrigerants <i>The type and amount/quantity of refrigerant purchased during the reporting period and used for air conditioning is presented</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Air Travel <i>The total number of kilometres travelled, disaggregated by the type of air travel (economy or business class) is provided</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Mobile Sources <i>The type and quantity of fuel purchased for the operation of automobiles, vehicles, trucks, and buses controlled by the Commission are presented.</i>	<input type="checkbox"/>	<input type="checkbox"/>	

Quality at Exit

Annex 5

ECA Quality Objectives and Associated Assessment Criteria

This checklist is designed to review the quality of ECA products at exit. The list intends to be exhaustive covering all ECA Quality Assurance Objectives. The Review Panel reserves the right to select criteria that are most appropriate to the nature of product/service under review. As such, the decision for final approval should be adjusted accordingly.

Instruction to ratters:

3 = Exceeds expectation; 2 = Meets expectation; 1 = Needs improvement

Please provide substantial feedback under comments (wherever the criteria is applicable) to improve the product.

=====

To what extent does the product meet the following ECA quality objectives?

1. Putting Africa First:

ECA applies cutting edge understanding of African development policy issues, and its contributions are strategic in nature aimed at effectively influencing development outcomes that make a difference in Africa's Transformation

Assessment Criteria	Rate			Comments
1. Adequately address structural transformation	3	2	1	
2. Empowers Africa to tell its own story	3	2	1	
3. Responds to key African development policy priorities	3	2	1	
4. Advances African development policy agenda	3	2	1	
5. Relevant and clear contribution to dialogue in key African development policy priorities	3	2	1	
6. High potential to influence priorities and programmes of key partners working on African development policy issues	3	2	1	
7. Applies cutting edge understanding of African development policy issues	3	2	1	
8. Is strategic and will contribute in influencing development outcomes that make a difference in Africa's transformation	3	2	1	

2. Integrated and Coherent Approach:

ECA applies an integrated approach to its development interventions that brings together inter-related strands of work in each priority area, between policy research and knowledge delivery strands of work. ECA's interventions are comprehensive rather than piecemeal

Assessment Criteria	Rate			Comments
9. Brings together work of different ECA Divisions/SROs/IDEP – builds synergies and demonstrates complementarities between the knowledge generation and knowledge delivery strands of work of ECA	3	2	1	
10. Comprehensive rather than piecemeal	3	2	1	

11. ECA accumulated knowledge, analytical work and policy research on the subject matter is taken into consideration	3	2	1	
3. “Good-fit”:				
ECA knowledge delivery is well-attuned to policy processes and highly sensitive to context and dynamics seizing opportunities as they emerge. Outputs are sound, relevant, tailored, timely, and influential				
Assessment Criteria	Rate			Comments
12. Output is sound	3	2	1	
13. Output is relevant	3	2	1	
14. Output is timely and influential	3	2	1	
15. High potential to lead to meaningful changes in policy or programme formulation, implementation, monitoring and evaluation in member States	3	2	1	
4. Evidenced-based:				
Policy options are based on clear evidence through calibrated research, sound statistics and continued learning, including on capacity development challenges and solutions				
Assessment Criteria	Rate			Comments
16. Use of sound and robust data	3	2	1	
17. Use of country/primary data to the extent possible	3	2	1	
18. Analysis and policy recommendations grounded on sound statistics, clear and objective evidence	3	2	1	
19. Recommendations are supported by and flow from the analysis	3	2	1	
5. Gender mainstreaming:				
ECA aims to mainstream a gender perspective in all its subprogrammes, outputs and activities				
Assessment Criteria	Rate			Comments
20. Use of sex-disaggregated data and analysis	3	2	1	
21. Use of gender sensitive data and analysis	3	2	1	
6. Capacity development as system change:				
ECA applies cutting edge understanding of capacity challenges and approaches to conceive and deliver policy research				
Assessment Criteria	Rate			Comments
22. Applies cutting edge understanding of capacity challenges and approaches in the analysis and recommendations	3	2	1	
7. Theoretical Soundness:				
Assessment Criteria	Rate			Comments
23. Adequately review background of the research problem	3	2	1	
24. Adequacy of overview of relevant (theoretical and empirical) background literature	3	2	1	
25. Theoretical depth of product	3	2	1	

8. Methodology				
Assessment Criteria	Rate			Comments
26. Accuracy of empirical parts, such as research methods and qualitative and/or quantitative analyses techniques	3	2	1	
27. Does the data set and analysis method clearly lead to a basis for formulation of conclusions?	3	2	1	

CONCLUSION (select one)

Decision:

Approve: 20 or more criteria are rated as 3 (exceeds expectation) or 2 (meets expectation)

Approve with modifications: Between 12 and 20 criteria are rated as 3 (exceeds expectation) or 2 (meets expectation)

Disapprove: 12 or less criteria are rated as 3 (exceeds expectation) or 2 (meets expectation)

IN CASES WHERE ALL THE CRITERIA WOULD NOT APPLY, KINDLY USE A PERCENTAGE RATING AS FOLLOWS:

Approve: 74% or more criteria are rated as 3 (exceeds expectation) or 2 (meets expectation)

Approve with modifications: Between 44% and 74% criteria are rated as 3 (exceeds expectation) or 2 (meets expectation)

Disapprove: 44% or less criteria are rated as 3 (exceeds expectation) or 2 (meets expectation)

Approve: the product is ready for delivery, taking into account the (limited) comments made for improvements.

Approve with modifications: the product is ready for delivery taking into account the comments that still have to be addressed.

Disapprove: the product is not ready for delivery and is not likely to be ready within a short period of time.

Completed by:

Date:

References

UN Climate Neutral Strategy, Annex 2: Strategy for a climate-neutral UN-EMG/AM.07/11.

Guide to Carbon Offsetting for United Nations Organizations, Final Draft June 2015, UNEP Sustainable United Nations Issue Management Group on Sustainability Management.

Putting Africa First, Summary of ECA Reform to Support Transformative Development in a Renascent Africa, UNECA.

A Vision of a Sustainable UN 2020, United Nations Environment Programme.

Task Force on ECA Green Policy (targeted Carbon Footprint), *Draft Report and Recommendations, Version 3.1, July 2013.*

Reducing the Carbon Footprint of the Commission, Administrative Instruction no ST/ECA/AI/2014/002, 31 January 2014.

Processing of Official Travel Requests, Administrative Circular no ECA/AC/2013/01, 10 April 2013

Moving towards a Climate Neutral UN, *the UN System's Footprint and Efforts to reduce it, 2014 edition.*