



ENVIRONMENTAL POLICY

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FOREWORD

BRAC acts as a catalyst, creating opportunities for people living in poverty to realise their potential. Founded in 1972, the organisation specialises in piloting, perfecting, and scaling innovations to impact the lives of millions. BRAC was born in Bangladesh, and operates in 11 countries across Asia and Africa. Its aim is to change systems of inequity, empower people, and lift them out of situations of poverty, with a wide reach of 120 million people.

However, rapid changes in the environment is one of the single most critical threats faced by the human species for advancing progress and development. Such rapid changes are consequences of various human activities, irrespective of economy, region and consensus. Changes in the environment reflects and reinforce inequalities, and poses a fundamental threat to development resulting in hindering the world wide commitments to end poverty. And most importantly, all progress fall under threat with the adverse impacts Climate Change brings. BRAC, in its 50 years of journey of combating poverty worldwide, is experiencing and realising the adverse effects of environmental changes, while awaiting a comprehensive strategy to understand and mitigate its causes, to enable the organisation's employees and decision makers to understand and adapt to its effects, to mobilize financial resources, and to raise awareness for sustainable development.

With a view to committing in carrying out all its activities following environmentally responsible procedures, keeping both ecological and social sustainability as integral components of its management, BRAC formulated the Environmental Policy. This policy document brings and binds together the lessons learned by the organisation over the years and promises to be maintained by an intensive process of formulation-improvisation-design modification. While the policy will guide BRAC's basic sense of development programmes considering the environmental values, strides towards achieving energy efficiency through in-house practice and management, it will satisfy the organisation's specific goals of conserving nature, sensitivity to environment and behavioral shift towards energy efficiency. By 2030, BRAC aims to be one of the most energy and environmentally sustainable NGOs in the world. This document is set out to take the first initiative to achieve the goal via identifying the key elements for developing a coherent and consistent approach to meeting the environmental challenges. Among the measures discussed in this policy document are adoption of a policy instrument that will enable all the employees aware of energy efficiency, and set out future programmes that can cost-effectively spur innovation in environment friendliness. This policy also highlights the possible in-house mechanisms that BRAC can follow to achieve the measures stated earlier including the check and balance procedure to be followed to minimise the environmental footprints of the organisation.

This policy is not meant to be restrictive in BRAC's decision making. Instead, it is designed to assist BRAC's programmes, partners, and members in performing their development activities effectively and in a more environment-friendly manner. Through some prescribed, but not limited to, platforms and ideas, the policy serves to provide guidance on certain steps in advocating for, and ensuring sustainable development. I wish to express my appreciation to all who have contributed their time, effort, and commitment to its successful completion.



Dr. Muhammad Musa
Executive Director, BRAC

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INTRODUCTION

The BRAC Environmental Policy will demonstrate goals and values to manage organisational operations by minimising environmental impacts. It sets standards for organisational etiquette, strategy and implementation, while cutting the carbon footprint of activities. It also contains a statement of commitment to continual improvement of its environmental performance.

1.1. Environmental mission

In keeping with BRAC's mission of social equality and empowerment, making environmental concerns an essential component of its planning and decision making processes, it is crucial to accomplish both ecological and social sustainability. The value of conducting all initiatives in an environmentally responsible manner to protect the public, employees and the earth will thus be integral to its management system.

1.2. Rationale

Green policies will not only show BRAC's commitment to environmental responsibility, but will ultimately also save money and set an example for others. It will also raise environmental awareness among its staff body and promote its image to donors, clients and the greater community. Furthermore, minimising wastage by conserving raw materials and energy will also improve organisational efficiency. There are numerous reasons why it makes perfect business and branding sense for BRAC to adopt an environmental policy, the

overall benefits of which have been categorically described below:

- **Financial:** Multi-billion dollar companies (Google, Microsoft, Sony etc.) emphasise in the financial profitability and commercial sensibility to invest more on renewable energy and efficiency. Among the smartest companies in the world, with high return on investment and long run sustainability, coupled with increasing cost of fuel, they demonstrate enough incentive to adopt energy efficient and environmentally conscious measures. By conserving energy or minimising waste, BRAC too can engage in indirect methods of cost cutting and therefore improving profit generation for the institution.
- **Efficiency:** Proper use of technology increases operational efficiency helps reduce waste generation and maximises output. Recycling and reusing also saves money.
- **Brand value:** The world is moving towards a 'green era' where the value of environmental consciousness will grow further in upcoming years. Having environmental policy and its implementation is a timely and smart effort that will help in developing environment conscious and environment friendly workforce and system in BRAC and will further uphold brand BRAC image to its clients, donors, other stakeholders and international community.
- **Setting examples:** Over the years, BRAC

has been the 'flagship' organisation in various initiatives and ventures in Bangladesh. With its extensive network coverage and influence, BRAC has the capacity to start a 'green movement' in Bangladesh, especially in the development field, starting from within the organisation, closely monitoring our own carbon footprint.

- Improving sustainability: As a smart organisation, BRAC must take actions on climate change mitigation and should look in future when the gas, oil and other fuel will be highly scarce and start making adjustments now in order to maximise organisational efficiency in future. A policy with specific targets and goals is the only way to prepare ourselves for the resource scarcity in future by gradually switching to renewable energy sources.
- Global concerns: As environment is a global issues and environmental pollution has cross country cause and effects (e.g. increase of greenhouse gas in one part of world can cause global warming that also affects other countries) BRAC should be linked with other national and international organisations and networks and contribute meaningfully and significantly to deal environmental issues through advocacy and sensitisation at both national and global level.

1.3. Executive summary of commitment

Dedicated to protecting cultural and natural resources for the overall health and wellbeing of the society it serves, as well as its surrounding environment, BRAC commits to:

- Make environmental concerns an integral part of its decision making process and commit sufficient resources to implement effective 'green' practices into its programmes
- Practice sound environmental stewardship of its resources, properties and facilities
- Educate employees to be accountable for their actions in terms of their environmental impact both inside and outside of work
- Persuade programmes to seek innovative ways to optimise environmental efficiency in all aspects of their operations
- Avoid and minimise any environmental impacts caused by programme activities
- Uphold transparency in regards to any energy and environmental issues of its activities
- Participate with government in framing or reforming/reviewing environmentally responsible laws, regulations and practices benefiting the community, workplace and environment
- Endorse the efficient use of energy and natural resources through cost-effective conservation and energy management programmes
- Ensure the proper handling and disposal of all wastes, and minimise its generation while pursuing opportunities to curb pollution and reduce, reuse and recycle waste materials

- Support research and development programmes and technologies aimed at minimising the environmental impacts of its operations
- Evaluate the organisation's environmental performance through periodic reviews and audits to ensure that the conduct of every programme is consistent with these principles
- Conduct periodic environmental impact assessment of existing programmes/ projects and do an assessment or analysis of probable environmental impact before going to develop any new programme or project
- Continue to improve BRAC's environmental commitment and performance



POLICY FORMULATION AND IMPLEMENTATION

In order for BRAC to proactively engage with environmental policy issues internally, a structured plan will have to be maintained to ensure timely and effective implementation. As such, the coverage of policy implementation period will have to be covered into three broad phases:

2.1 Phase 1

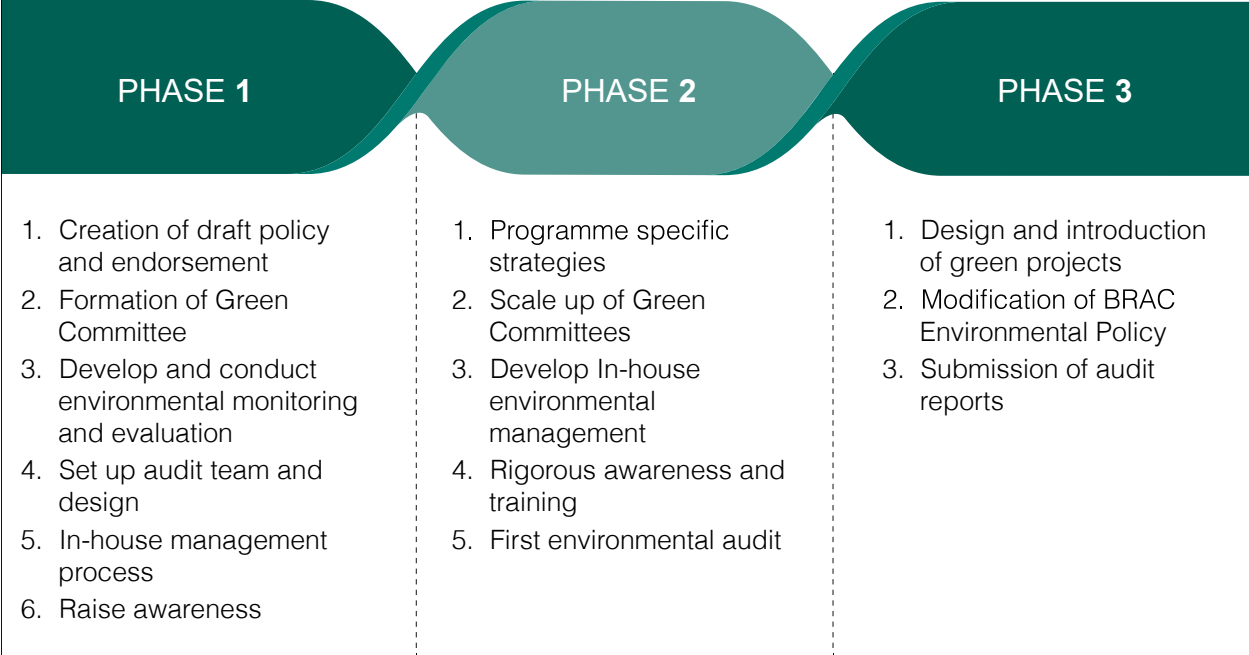
- Policy formulation by DMCC and endorsement by BRAC Executive Management Committee (EMC)
- Creation of a BRAC Green Committee with representatives from core programmes
- Development of monitoring and evaluation plan
- Set up of internal Environmental Audit Team
- Assessment of programmatic environmental risks
- Initialisation of 'In-House Environmental Management' / Environmental Governance Process
- Conducting employee awareness and trainings

2.2 Phase 2

- Improvisation of programme-specific environmental -strategies
- Scale up of BRAC Green Committee
- Further development of 'In-House Environmental Management'
- Rigorous awareness and training
- Carrying out of BRAC's first intensive Environmental Audit

2.3 Phase 3

- Design and introduction of green projects whereby programmes will begin implementing 'environmental-friendly' activities and project designs
- Modification of BRAC Environmental Policy (to be reviewed on a yearly basis)
- Submission of audit reports





POLICY GOVERNANCE

3.1 Formation of Green Standing Committee (top level)

A separate governance body called the Green Standing Committee will be established consisting of top level management staff who will supervise the overall policy measures and implementation set by the BRAC Environmental Policy. This Green Standing Committee will consist of PCC members who will meet twice a year to review, adjust and discuss existing policies, and approve of or suggest new ones. They will also be a medium for mainstreaming these policies at the managerial level.

3.2 Formation of Green Team (mid-level)

A team consisting of mid-level staff representing each of BRAC's core programmes and selected supporting programmes (Finance and Accounts; Communications; Construction and Maintenance; HRD; ICT; Internal Audit Department; Learning Division; Legal and Compliance; Monitoring and Procurement), based on their relevance, will be set up to draft the strategies of each programme. These representatives will be properly trained and made aware of green issues and environmental concerns before they are assigned. Furthermore, operational facilities including BRAC Centre Inn, BLCs, BCDM, Staff Canteens as well as others including Enterprise; BRAC Printers, Transport will also be covered by this policy. Two representatives

from each programme will be chosen (one core HO staff and one field managerial staff). Each will be responsible for identifying current gaps or loop holes in the current programme structure; analyse possibilities of improvement; assess potential measures to modify existing structures; propose new ideas, activities or projects to improve environmental efficiency and sustainability of the programme.

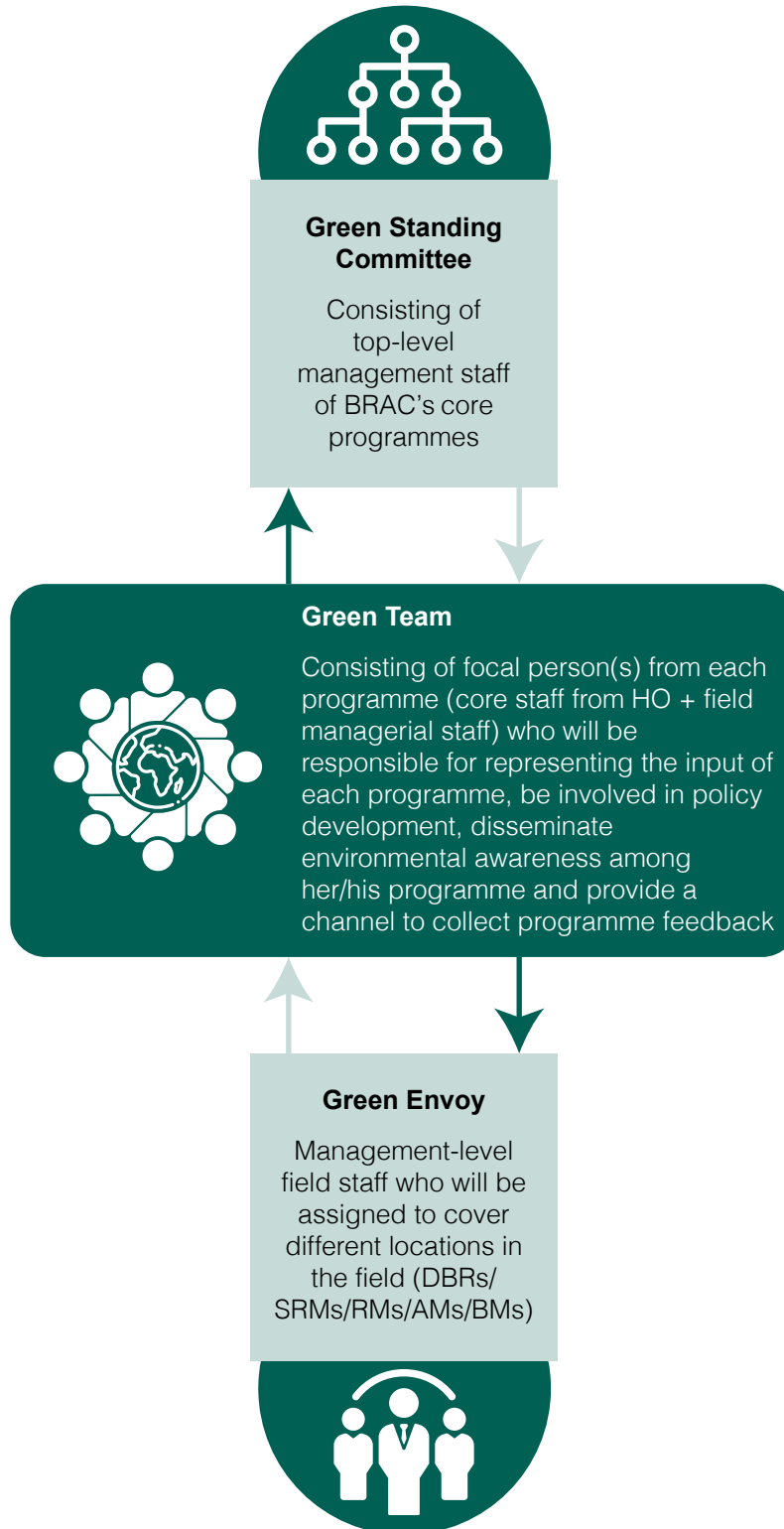
3.3 Formation of 'Green Envoy' (field level)

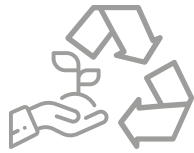
BRAC's Green Envoy will consist of managerial staff members in charge of field activities who will act as the liaison to spread awareness on the BRAC Environmental Policy among field staff and encourage that the policy is incorporated in field operations as much as possible. They will also act as a medium to collect any feedback regarding the policy from the field to the HO.

The Green Team and 'Green Envoy' will regularly engage in dialogue with peers to assess existing needs, scope for environmental improvement and individual feedback. Thus s/he will be the 'go-to' person or focal point in their own programmes or departments to address programmatic issues. S/he will also brief her/his colleagues on any updates regarding the implementation of the BRAC Environmental Policy and raise awareness regarding environmental sustainability among her/his programme. The Green Team will hold

bi-monthly meetings to share learning and set agendas. Green Envoy will be oriented properly and made aware of green issues and environmental concerns before they are assigned.

3.4 Green governance organogram





INITIATING IN-HOUSE ENVIRONMENTAL MANAGEMENT

4.1. Significance

Until recently, environmental concerns were not considered to be very relevant to the social development sector, especially for a country whose social needs are so noticeably prevalent. However, it is increasingly becoming impossible to separate the ever-complicated ties that bind the contrasting elements of Bangladesh's human-centric and bio-centric problems.

Since its birth, BRAC has stood by people from the most vulnerable communities. A long-standing obstacle in addressing environmental concerns laid in the misconception that such concerns were only for the wealthy because immediate economic quantifiable results were deemed as more important. Considering Bangladesh's vulnerability to climate change, it must become a priority for BRAC to reduce its carbon footprint. BRAC spends considerable resources on supporting people who have been affected by climate change; it is logical to also work towards the mitigation of such occurrences. Additionally, with over 75% of the rural population dependent on environmental and agro-based livelihoods, it is vital that BRAC commits to reducing its environmental impact. Not only will it set an example for others to follow suite, it will hold significant benefits for the organisation and its clients. Furthermore, demonstrating a commitment to environmental responsibility will ultimately save money, reduce BRAC's carbon footprint, raise environmental awareness among the

community and minimise wastage by conserving raw materials and energy, which will also improve organisational efficiency.

4.2. Implementation of in-house management planning

The implementation of the in-house environmental management will be carried out by the aforementioned governance body, consisting of the Green Standing Committee, the Green Team and the Green Envoy who will include top- management staff, senior mid-level/ mid-level HO staff and staff overlooking field activities, respectively. They will all be oriented properly with environmental issues. In order to establish this in-house environmental management, the following measures will have to be taken (not necessarily in the present order):

- Appointment of focal persons for Green Governance groups:
 - ▶ In order to engage a holistic policy that incorporates the needs and interests of all levels of BRAC's core programmes, a dedicated team will have to be engaged at the planning, formulation and implementation phases of the environmental policy. To ensure their efficiency and acceptance at all staff levels, representatives will have to be selected from top, mid-level and field-level managerial staff.

- Dialogue sessions among Green Group members and BRAC staff body:
 - ▶ A meeting will have to take place among each of the following groups:
 - o Programme staff ↔ Programme's Green Team member
 - o Field staff ↔ Green Envoy Members
 - o Green Team member(s) ↔ Green Team member(s)
 - o Green Team ↔ Green Standing Committee
 - ▶ These dialogues will have to be conducted in order to:
 - o Review and develop objectives for the BRAC Environmental Policy
 - o Set agenda for formulation and implementation
 - o Disseminate information among respective programmes
 - o Compilation of draft policy
 - o Facilitate awareness and generate discussion among their programmes
 - o Collect feedback to incorporate into the policy
 - o Identify programme-wise, operational areas that can be made more environmentally sustainable and design solutions accordingly

4.3. Planning and strategising within core BRAC programmes

Besides the general policies that will have to be observed by all BRAC bodies, separate programme-wise policy issues and strategies will also have to be identified pertaining to reducing the carbon footprint of specific

programmes as per environmental concerns that are more relevant to them. For instance, medical waste should be a major concern for HNPP, like reducing water wastage by households should be one for WASH and DMCC. Similarly, supporting programmes like HRD could look at minimisation of paper consumption or BRAC Centre Inn and the Staff Canteen could look at ways to reduce food wastage. BRAC Enterprises like Kaanon and Aarong could look at ways to decrease packaging as well.

After identifying various areas to reduce carbon footprints in terms of what is relevant for each programme, they will then work with the Green Governance to develop strategies over an allotted period of time to address the identified environmental impacts. This way, realistic goals can be made, increasing the sustainability of operational shifts towards a greener BRAC.

4.4. Discussion meetings with Green Team

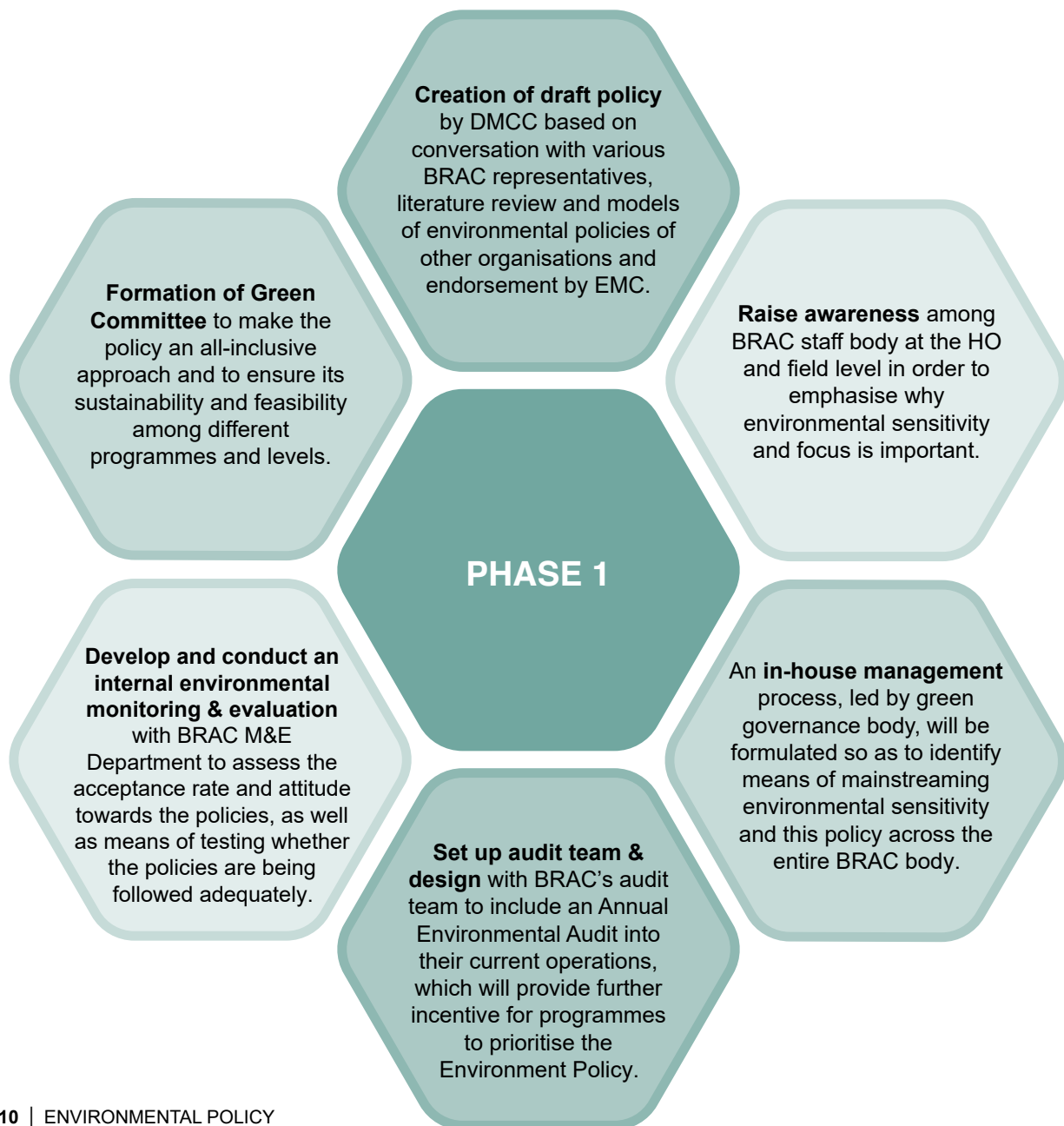
The Green Team should meet bi-monthly (every two months) to discuss ideas to reduce BRAC's environmental impact; follow up on progress that has been made and to identify barrier to further progress. The model would be similar to that of the communication forum, where ongoing or upcoming issues will be discussed. These meetings will primarily be conducted by DMCC, under the supervision of its senior programme management or a designated representative, if occupied or absent.

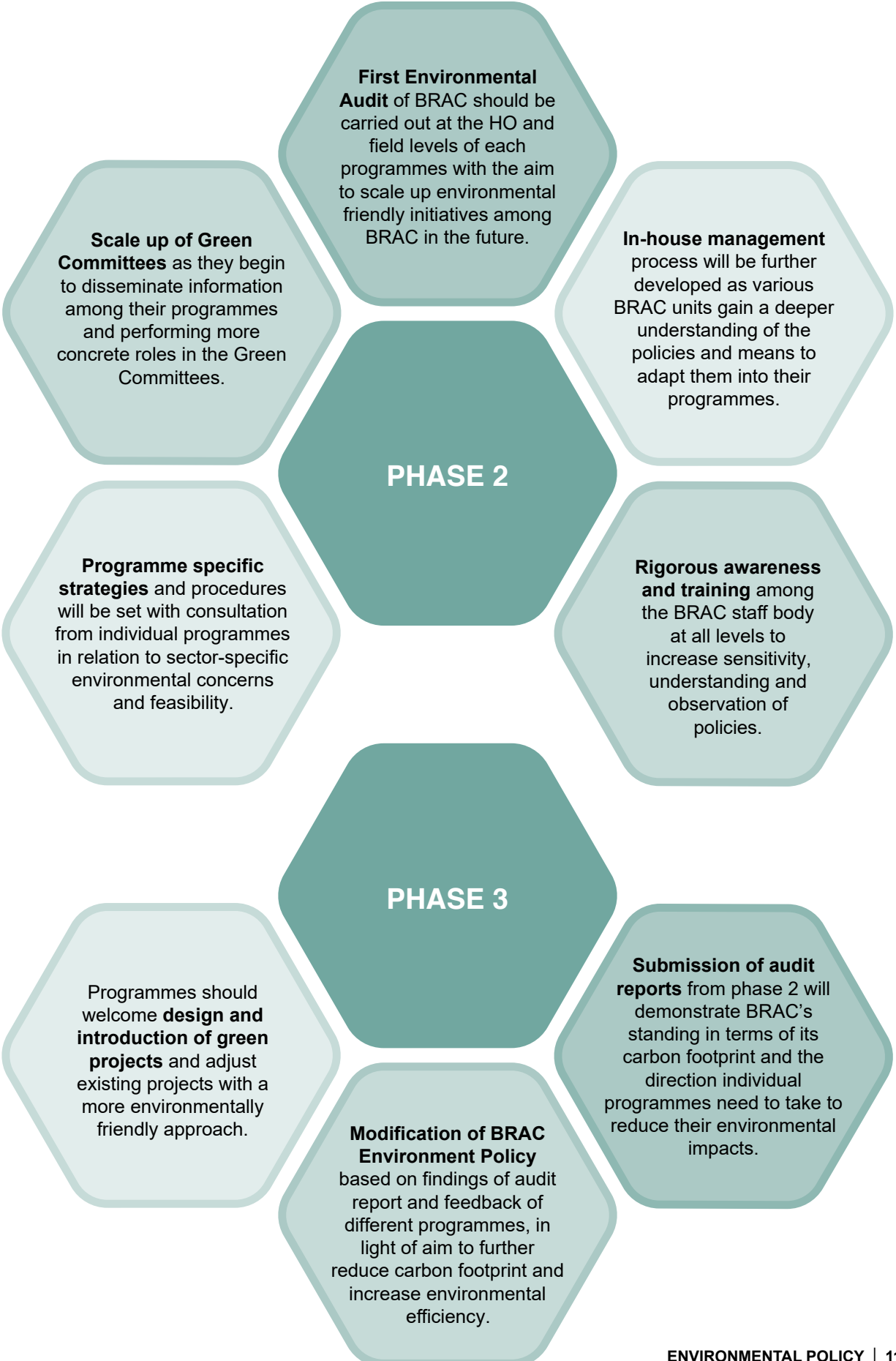
These meetings will provide a forum for both closed and open discussion, to discuss overall or programmatic environmental issues; problems and solutions; feedback of staff on

the policies; generation of ideas; upcoming environmental issues; etc. This forum will allow for a continuous dialogue process and ensure a constant focus on environmental concerns throughout the BRAC body. Additionally it will create and mainstream environmental awareness and make way for BRAC to eventually incorporate environmental sustainability into its values and evolve its operations with an ecologically-focused ideology and operations.

4.5. Phases of implementing Environmental Policy

The drafting of the policy will be a continuously evolving process based on existing issues and staff awareness as well as BRAC’s growing prioritisation of environmental concerns which is expected to increase over time and its changing capacity to adapt to more environmentally friendly operations. However, the policy is advised to cover in three segregated phases (highlighted section 2):





4.6. Sharing with EMC, PCC and IPC

At all phases of the policy development and implementation, it is essential that staff at all BRAC levels receive progress updates. As such, at each of the phases, a presentation will have to be given at the managerial levels through the EMC, PCC and IPC levels. And HO staff will have to undergo a brief introduction on the general aspects of this policy.

This will ensure an inclusive process and allow for the opportunity to collect feedback and customise the policy accordingly. It will also allow for on-spot clarification of any outstanding issues or confusion, and incorporate ideas from different programmatic aspects. Additionally, by including all BRAC levels, it will increase the chances of environmental sensitivity and adaptation of these policies to be prioritised at the managerial, mid and field levels of BRAC operations.

4.7. Setting up BRAC Green Fund

It is vital that BRAC sets aside sufficient internal funds for the dissemination and adoption of these policies at various levels, and for them to be implemented during operations. A meeting will have to be set including the core staff involved with the creation of this policy and BRAC senior staff to allocate an appropriate budget to streamline this policy. This budget will have to include the following items, in proportion to the outreach that BRAC senior management intends to target:

- Formation, printing and distribution of BRAC Environmental Policy
- Staff salary (for full/part time designation of a unit to oversee policy implementation)

- Capacity development of BRAC staff at all levels and programmes through training, workshops, green events and awareness campaign
- Incorporating policies into organisational operations
- Programmatic solutions for environmental concerns
- Monitoring and evaluation
- Environmental Audit

4.8. Dissemination and awareness

Within BRAC, staff should be made aware of the new environmental policy through a training session given to each programme by HR/DMCC which explains the policy. An email notification should also be sent out. The Green Team and Green Standing committee should raise awareness within their programmes as well as disseminating any new information. Additionally, a workshop should be arranged for selected HO staff and field level staff at managerial positions to promote environmental sensitivity and disseminate information about the policy among their respective peers and subordinates.

4.9. The learning division

Social innovation forum and ICT department can cooperate in arrange for e-learning exams/quiz on BRAC intranet which would be made mandatory/competitive for all employees to participate in and get certified and or awarded. The exams questions would test the knowledge of staff on environmental issues, eco-friendly behaviour and the rules and regulations to be implemented through policy.

4.10. Additionally

Two yearly events should be held (on April 22nd during Earth Day and June 5th during World Environment Day) to bring attention to the environmental policy and promote an eco-friendly approach among the BRAC body. This should be coordinated in a collaborative approach between DMCC and the Green Team. The budget should be decided based upon available funds at the time of the event. More on this has been explained under 6.5.




BRAC ENVIRONMENTAL POLICIES

5.1. Goal and general policies for the organisation


Besides the programme-specific strategies, the general BRAC body is obligated to follow a guiding set of principles (please refer to 1.3. Executive Summary of Commitment) which will constitute as its general environmental policies. These policies fall under the broad umbrella of the following categories, which are of course subject to adjustment, based upon existing conditions as well as changing scenarios.


For BRAC to move towards a more environment-friendly approach in all its operations, each of its affiliated staff and members will also have to make practical and cultural shifts to contribute to the organisational environmental goal:

Minimise organisation's environmental impact and maximise future generations' ability to live, work, and play in a shared natural environment, with equal access to clean air, clean water, and natural resources.

SI	Specific goals	Objectives	Activities (applicable for both staff & programmes/departments/divisions)	Outcomes
1	To conserve nature 	1a. Energy management (electricity, fuel, gas, etc.)	<ul style="list-style-type: none"> • TURN OFF computers, lights, switches all other electronic devices from the main switch when not in use or before leaving the office; • Use the power save mode for your desktop; • Do not leave office doors open as it puts pressure on any air-conditioning systems; • Pay heed to energy efficiency standards while purchasing goods, equipment, machineries, etc.; • Take the stairs whenever possible, especially if you are not moving more than three levels (a healthier option too!); • Use smaller vehicles, whenever possible for office use; • Carry out regular maintenance of vehicles, equipment, machineries, etc in order to curb fuel/gas consumption; • Coordinate field activities in ways that make use of shared carpooling systems, within and between different programmes. 	<ul style="list-style-type: none"> • Lower emissions; • Cost saving in the long run; • More efficiency in overall programme operations; • Encouraging accountability and responsibility; • Promotion of intrinsic values among staff body; • Compliment BRAC values. <ul style="list-style-type: none"> ▶ Optimising resources; ▶ Influencing stewardship of natural resources; ▶ Promotes organisation; ▶ Improves health and hygiene standards; ▶ Encourages staff body to be socially aware and to prioritise overall needs of their community and environment.

SI	Specific goals	Objectives	Activities (applicable for both staff & programmes/departments/divisions)	Outcomes
		1b. REDUCE, REUSE and RECYCLE to minimise wastage;	<ul style="list-style-type: none"> • THINK BEFORE YOU PRINT and adjust print settings for the back-to-back printing option; • Reuse scrap material for printing drafts or for writing personal notes; • Use reusable paper clips instead of staples; • Finish all pages of diaries, notebooks, etc before starting a new one; • Keep a log of all stationery, equipment used; • Do not waste food., only take as much as you will eat at the staff canteen; • Do not use plastic water bottles; buy a reusable flask, that way you can also save money in the long run; • Close water taps completely after use; • While using the flush system in the toilets, use the buttons appropriately instead of pressing both together. 	
		1c. Natural Resources Management: BRAC and its community must commit to being conscious in its utility of resources such as water, air, trees, soil, wildlife and its habitat	<ul style="list-style-type: none"> • Minimising wastage of water: avoiding running tap water, fixing water leakage; • Ensuring water sanitation and sharing of safe drinking water; • Minimising water extraction from underground aquifers to reduce water table depletion; • Not to engage or contribute in activities that pollute air, soil and water sources; • Not to engage or contribute in activities that destroy trees, vegetation, soil quality • Not to engage in activities that affect, endanger or contribute to extinction of wildlife by destruction of their habitat or ecology • Ensuring nature conservation initiatives at individual level at HO, programme decision making level/project designing and implementing at clients' activity level so as to ensure that all of BRAC's community is engaged to conserving the nature 	

SI	Specific goals	Objectives	Activities (applicable for both staff & programmes/departments/divisions)	Outcomes
2	Demonstrate prioritisation, compliance and sensitivity towards environmental concerns in operations and activities 	2a. Ensure that all its activities comply with the policy's codes of practice	<ul style="list-style-type: none"> • Operate its facilities in a responsible and energy-efficient manner and with due regard to the community in which it resides; • Ensure responsible waste management in all its facilities, especially in the case of hazardous materials; • Introduce higher safety standards for BRAC employees, especially in factory settings; • Deal with suppliers and contractors who actively share these goals, as much as possible; • Comply with customer and other requirements with regard to pollution prevention, particularly water, waste, energy and transport; • In the absence of specific regulations, all activities are carried out in an environmentally responsible manner to prevent any pollution. • Being aware that BRAC's stakeholders are compliant and sensitive to environmental concerns. 	<ul style="list-style-type: none"> • Promote organisational image among donors, partners and other stakeholders; • Stay up-to-date with international standards; • Set an example for others in the field, especially at the national level;
		2b. Continue to develop and improve existing environmental standards in the policy	<ul style="list-style-type: none"> • Encourage continuous dialogue among BRAC staff at all levels in regards to improving environmental discipline; • Prioritise environmental concerns and incorporate regulations while designing new proposals for upcoming projects; • Introduce Environmental Audit for all BRAC programmes and departments; • Set aside a BRAC Green Fund to implement any activities in order to mainstream the policies • Operate and continually improve systems and procedures; • Monitor to ensure adherence to the policy; • Explore models, techniques and technologies for further improvement of environmental standards. 	

SI	Specific goals	Objectives	Activities (applicable for both staff & programmes/departments/divisions)	Outcomes
3	<p>To encourage behavioural shift among both internal and external stakeholders of BRAC</p> 	3a. Make all employees aware of its environmental policy	<ul style="list-style-type: none"> • Make use of signs in facilities with behavioural guidelines, e.g., canteen should have signs on not wasting food; tea rooms and washrooms should have signs about closing taps tightly; office and meeting rooms should have signs of prohibiting smoking etc; • Routinely circulate policy guidelines; • Facilitate continuous discussion and dialogue among staff body; • Utilise forums like monthly newsletters, Shetu, programme circulars, etc. regularly to highlight environmental issues; • Ensure that the environmental issues are agenda during meetings at all levels. 	<ul style="list-style-type: none"> • Develops a well-informed body of staff within the organisation; • Equips programmes to make better decisions; • Encourage partners to adapt similar measures; • Promotes a ripple effect through which larger communities can also be reached.
		3b. Provide suitable training to improve environmental awareness	<ul style="list-style-type: none"> • Make it compulsory for BLD, HRD, etc to include Environmental Policy in staff orientation and training; • Develop module on Environmental Policy to be incorporated into staff training; • Hold HO and field level workshops four times a year for different programmes and staff level on environment-friendly practices and models; • Hold discussions twice a year on environmental issues at the PCC and IPC meetings for BRAC senior management. 	<ul style="list-style-type: none"> • Wider awareness and knowledge base on environmental issues; • Encourages environmental sensitivity; • Will influence greener project designs; • Promote correlation between social development and environmental stewardship.
		3c. Allocate clear roles and responsibilities to designated personnel to oversee dissemination of information and implementation of policies	<ul style="list-style-type: none"> • Each programme/department should designate staff at its senior management level (optional), at mid-level (HO) and field levels for the Green Standing Committee, Green Team and Green Envoy team respectively; • Nominated staff should actively participate in forums, meetings, etc. • Staff should perform the role of information gatekeepers between their programmes and Green Governance Body. 	<ul style="list-style-type: none"> • Allows for clearly defined short term plans for long-term goals; • Ensures continuous follow-up of the dissemination and implementation of the policy; • Each programme has a focal person appointed to handle concerns and issues in regards to the policy at both HO and field levels.

5.2. Programme-specific environmental strategies

Under phase 2 (4.5: Drafting of Environmental Policy), of the policy implementation, each individual programme or department of BRAC are obligated to develop a set of strategies relevant to the specific operations, applicable for their own programme in line with the executive summary of commitment of the general policy. For example, BRAC Construction and Maintenance would have to comply with a set of building codes which will be dictated by the strategies and procedures that they will develop. HNPP, for instance, would have to incorporate instructions on the safe disposal of medical waste. AFSP would have to look into more eco-friendly practices in terms of pesticide usage.

To identify the needs of each programme, the Green Committees would have to enter in mutual dialogue to identify the scope for intervention and means to achieve them by setting these programme-specific policies. Programmes are expected to conduct an annual review of their active projects to assess whether they are meeting BRAC's commitment to minimise its impact on the environment. Where shortfalls are found, programmes will need to decide on a strategy and implementation time frame to improve their environmental impact. Additionally, for any new projects that are proposed, each programme will evaluate the extent to which the projects are environmentally friendly and will undertake as much as possible to design the project reflect BRAC's environmental commitment.

Each programme should take the following factors into consideration, when designing their customised strategies and procedures

toward achieving the overall organisational environmental goals:

1. Reduce energy consumption (electricity, water, gas, fossil fuels, etc.)
2. Minimise and properly dispose waste (solid waste, water, gas, fossil fuel, etc.)
3. Recognise loopholes and environmental footprints of current programme design and activities
4. Curb carbon emissions as a result of programme activities (air/water/noise/land pollution)
5. Identification of climate change impacts and factors
6. Impact of field activities on surrounding ecosystems
7. Innovative ideas for new programme designs
8. Green projects that incorporate core programme objectives, as well as environmental sustainability



EMPLOYEES TRAINING, AWARENESS AND GREEN EVENTS

6.1 Employee training

BRAC staff should be given training on the environmental policy by HRD during their initial orientation training, similarly to the communications policy or sexual harassment policy. Special trainings should be arranged for the members of green governance. In order to facilitate this training to all new BRAC staff, DMCC will train HRD managers on the environmental policy annually to include any recent changes or updates.

6.2 Client awareness

It is important that BRAC's clients are made aware of its commitment to reducing effects on the environment. In all programmes, BRAC staff should highlight areas where the impact on the environment has been considered and raise awareness through its clients on the need to protect the environment.

6.3 Awareness of donors and general public / communications

BRAC donors and the general public should also be made aware of BRAC's commitment to the environment. This information can be provided as a paragraph in all BRAC publications (for example, inside the back cover) with a simple statement describing BRAC's commitment and achievements in reducing its environmental impact. Similarly, BRAC's

enterprises should display signs on all their buildings to the same effect. In this way, BRAC may become known for its commitment to the environment and therefore its staff will rise to the challenge and take pride in their efforts to reduce their impact on the environment.

The Green Team should work together to produce an environmental brochure following the first environmental audit which details BRAC's pledge to reduce its impact on the environment and the progress that has been made in this area so far.

6.4 Green events

To spread awareness on environmental issues and promote greener practices, BRAC will observe two events every year (on April 22 during Earth Day and June 5 during World Environment Day). This will provide a platform to cultivate ideas, engage in discussion and generate innovative thinking among the BRAC staff body to increase an eco-friendly approach among the BRAC body.

The design of these events should be as cost-effective as possible, with minimal carbon footprint. This means that thorough steps have to be taken to avoid any unnecessary wastage of resources. For instance, if flyers are to be designed, it should be done so using scrap paper. The style should also be low-key, without any excessive spending or publicity. There

could be interactive activities like competitions, debates, recycled art, photography/essay contests, seminars, etc.

These events should be arranged as a collaborative effort between the members of the Green Governance as well as staff from the DMCC programme. It should also be noted that the budget will be decided on the basis of available funds at the time of the event.






IMPROVED IN-HOUSE ENVIRONMENTAL MANAGEMENT AND MODIFICATION OF POLICY

As part of Phase 3, BRAC has to make further plans and arrangements after witnessing the progress of the dissemination and acceptance of the Environmental Policy. Once involved members of the Green Governance have a better understanding of the overall implications as well as the smaller details about streamlining the policies, it is assumed that they will be in a better position to develop further strategies

and action plans in relation to reducing BRAC's carbon footprint and increasing its sensitivity to environmental impacts.

As such, every year, the Green Governance Body should review, revise and adjust existing plans as per need to improve BRAC's in-house environmental management system and modify the policy, if need be.

Indicators	What is the indicator about	Type
Resource 	This indicator will evaluate BRAC's impact on exhaustible natural resources, including forests and fossil fuels. This will look into BRAC's dependence on natural resources for primary and secondary operations (e.g. manufacturing, constructing and packaging); shift towards alternative sources and the extent to which closed loop systems are in place.	Long-term
Energy 	Energy is a key business and sustainability risk area and poor management can equate to increased costs. This indicator will include, but not be limited to, energy efficiency strategies including efficient building design, ICT, retrofitting and switching to renewable energy sources.	Short-term
Waste 	This indicator will look for organisation's effective waste management strategies, including efforts towards closed loop systems to reuse and recycle. This would also include innovations in product packaging, leading to reduction in end consumer disposables or the use of compostable materials. The nature of waste disposed, hazardous versus non-hazardous, will also be of consideration.	Short-term

<p>Water</p> 	<p>Effective management of water in BRAC is needed. BRAC's green committee may fix the number of litres of water that can be used when the cleaners clean the washroom, office and also the cars. This section also looks for examples of water stewardship, such as rain water harvesting and waste water reuse for BRAC infrastructure could be established and encouraged, measures taken to increase efficiency and effluent treatment strategies along with water harvesting and replenishment strategies.</p>	<p>Short-term</p>
<p>Transportation</p> 	<p>This part will assess whether BRAC has mapped the impacts of their transport mix and made adjustments towards higher efficiency. These could include, but is not limited to, changes in product packing or weight (if the organisation has any such product), using faster travel routes or changing the fuel mixture as possible, making more usage of car-pooling systems, staff bus and other field transports' operation and maintenance.</p>	<p>Short to long-term</p>
<p>Supply chain</p> 	<p>BRAC functions through a wide network of stakeholders and associate suppliers, making it an imperative to make responsible sourcing choices. This includes understanding the impacts and traceability at the various stages of the product lifecycle. From focusing merely on sourcing the right quantity at the best price, procurement now involves decisions involving integrity and accountability. Not only is this a measure of credibility, but also displays long-term vision towards ethical and responsible supply chain processes.</p> <p>This section will look for examples of BRAC whether it has integrated sustainability into its purchasing values and decision making to benefit environmental, social as well as economic goals.</p>	<p>Short to long-term</p>
<p>Carbon</p> 	<p>This section starts with identifying key business functions/areas and activities where carbon uses can be minimised for economic and environmental gain. This would include a holistic and long-term approach, beginning with the establishment of a base line (e.g. carbon footprint calculation or audit), identification of inefficient areas and putting measures to improve performance. The ultimate goal should be an improvement in current levels of carbon consumption and emissions, using a mix of reduction and mitigation strategies.</p>	<p>Short to long-term</p>

Social impact



As part of their involvement with society, it is important for organisations to create a positive impact and contribute to development. This includes implementation of health and safety norms in manufacturing units, providing employment opportunities, compliance with labour laws and non-depletion of local resources amongst others. It should be noted that the regular social and development activities BRAC performs through different programmes like education, health, WASH, microfinance etc. should also be considered here as a social impact.

Long-term



INTRODUCING GREEN PROGRAMMES

Once a whole year has been observed, with Phase 1 and 2 completed, all BRAC programmes will be strongly encouraged to design new projects and activities in a manner that is sensitive to environmental factors. These designs will not only have to pay heed to the requirements of the policy, but will also have to address environmental issue(s) most closely relevant to the objectives and field of the particular programme/department. Unless sought for by the programmes themselves, extra funding will not be provided for the design of such projects, which will have to be incorporated into existing projects, or upcoming ones while integrating the new design with the programme's existing models of operation. Not only will this reduce the environmental impact of the programmes, but will increase the overall efficiency of the programmes as well.

SETTING UP A BRAC GREEN BRANCH

Once Phase 2 has been completed, BRAC should also invest in setting up a sustainably constructed Green Branch. This will be a pilot project for BRAC, and will be a testament to its commitment to environmental compliance. The design of this building will make use of alternative and sustainable construction methods such as solar/wind/other renewable energy sources; rain water harvesting plant; composting technology; eco-friendly materials used for construction; recycling systems, etc.



MONITORING AND EVALUATION

10.1. Monitoring

Bi-monthly meetings of the Green Team will be used to discuss progress that has been made by BRAC programmes and to identify barriers to progress as they arise. This will create an informal system of monitoring.

The Green Standing Committee should also monitor the extent to which the environmental policy is being satisfied and areas for improvement. This can be discussed at their meetings twice a year.

Within programmes, the Green Standing Committee members and Green Team members should work together to ensure their staff are following the environmental policy and to work with staff to continually improve the environmental policy with their ideas and feedback.

10.2. Environmental audit

Once a year, an environmental audit will be completed by each of the BRAC departments which will assess their commitment to and progress with the environmental policy. Depending on the convenience of the Audit Department, this may or may not be a part of the general annual audit.

This evaluation will need to be fully developed

by the audit department and DMCC with the input of the Green Team. A consultant may also be hired in designing the Environmental Audit. The audit should include a measurement of:

- The progress made in the year in relation to the targets set
- The environmental impact these changes will have
- The overall awareness and knowledge of environmental issues among staff
- The level of innovation shown by each programme
- Total energy and water used and/or saved through green practices

Each programme can be given a grade based on their results. The results of this audit will then be disseminated to all BRAC staff via email and certificates given to the programmes. It is hoped that this will foster a sense of healthy competition which will help to drive progress.

Additionally, such an audit would provide an overall measure of BRAC's commitment to the environment, in the form of wastage reduced, energy saved or similar which should be celebrated in BRAC publications.

Following the first environmental audit, the results should be distributed to all departments via emails and environmental 'certificates'.



AIMS

By 2030, BRAC aims to be one of the most energy and environmentally sustainable NGO in the world, and we are ready to accept the responsibility that comes with achieving this goal. Each department should have their own goals and strategies, which will help BRAC to achieve its overall aim e.g., the IT department may propose to switch to environment-friendly technology by 2020. Setting up goals will help staff to be motivated and work hard in order to achieve them.

IMMEDIATE LINE OF ACTION

Some steps should be taken immediately by BRAC in order to transform itself into a green organisation

- Form of Green Committees, who will work in a group to start preparing detailed report of the findings, possible adjustments in the energy and resource consumption, adoption of more greener services and propose an effective management system, and draft policy document. This document will be given to higher management and they will discuss and propose effective plans
- Share at EMC and PCC levels

- Initiate dialogue with different programmes
- Investigate current energy usage pattern, resource consumption pattern, the supply chain, the internal and external service provided, the transportation system etc., to be carried out by the Green Committees and focal points of each programmes. The group should have access to look into different systems and should get full cooperation from different departments or personnel wherever applicable
- Prepare questionnaires to understand the ground situation and identify the possible areas of intervention
- Initiate in-depth studies on other reputed companies' energy policies, initiatives taken or good practices, and evaluate how they can be adopted

Formation of Green Team (mid-level): A team consisting of mid-level staff representing each of BRAC's core programmes and selected support programmes (Finance and Accounts; Communications; Construction and Maintenance; HRD; ICT; Learning Division; Legal & Compliance; Monitoring, and Procurement), based on their relevance, will be set up to draft the strategies of each programme/ department/ wing. The following list of programmes/ departments/ wings is a sample. An all-inclusive and vibrant Green Governance Structure led by the Green Standing Committee will be formed to realise the environmental commitments of the organisation.

SL	Programme	Member names (1 core HO staff & 1 field manager)	Designation	Email	Ext.	Managerial representative for governance body
1	Aarong and AAF					
2	Finance and Accounts					
3	Advocacy					
4	AFSP					
5	Internal Audit					
6	BEP					
7	BCDM					
8	BRAC Inn					
9	BRAC International					
10	BRAC International countries					
11	BRAC UK					
12	BRAC USA					
13	BRAC Bank					
14	BRAC Staff Canteen					
15	CEP					
16	Communication					
17	Construction & Maintenance					
18	DLO					
19	Enterprise (sub divisions)					
20	HNPP					
21	Gender Diversity and Justice					
22	HRD					
23	HRLS					

SL	Programme	Member names (1 core HO staff & 1 field manager)	Designation	Email	Ext.	Managerial representative for governance body
24	IAD					
25	ICT					
26	IDP					
27	ISD					
28	Learning Division					
29	Legal & Compliance					
30	MF					
31	Migration					
32	Monitoring					
33	PEMS					
34	Procurement					
35	Partnership Strengthening Unit					
36	RED					
37	SIL					
38	Transport					
39	TUP					
40	UDP					
41	BRAC University					
42	WASH					
43	Others (if any)					

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