

Moving towards a Green NGO Programme – Evaluation Framework

Purpose

At the ECF meeting held on 15 September 2010, the ECF Committee asked the Secretariat to explore and recommend evaluation methods for applications from charities for “Moving towards a Green NGO” in the future. This paper seeks Members’ views on the proposed evaluation framework for ECF’s green partners.

Background

2. The ECF has formed green partnership with three charities –
 - (a) Tung Wah Group of Hospitals (TWGH) (mid-2009 – mid-2012), totalling \$19.8M.
 - (b) Po Leung Kuk (PLK) (2010-2012), totalling \$31.09M
 - (c) Yan Chai Hospital (YCH) (2011-2013), totalling \$17.99M
3. Under the existing arrangement, the green partners, upon getting the in-principal approval from the ECF Committee of the greening proposal, need to make applications to the respective ECF Vetting Subcommittee individually. The worthiness and cost-effectiveness of individual applications are already assessed according to the existing guidelines of funding schemes. Performance indicators (such as quantity of waste reduced and recycled, electricity saved) for each individual application would be captured under the respective funding scheme. On the other hand, the objectives of green partnership with ECF go beyond the environmental benefits of individual applications. While the ECF provides funding support for environmental hardware (such as green roof, renewable energy facilities, energy efficient installation), these are only first steps in transition towards a green NGO. With the funded facilities as demonstrative set-up, the NGO is encouraged to make comprehensive and sustained efforts to set role models of green organizations. The green partnership aims to –

- (a) leverage the synergy within the network of a large charitable organization to build a green culture;
- (b) broaden the engagement of different stakeholder groups, including top management, service recipients, students and staff; and
- (c) enhance outreach to the community through the service network of these organizations.

Proposal

4. With regard to these objectives, we propose the following evaluation framework –

- (a) A green partner needs to identify a clear focus and distinct objective of the greening programme.
- (b) A green partner needs to quantify environmental benefits of the greening programme by conducting carbon audit for the whole organization.
- (c) A green partner needs to establish green governance and environmental reporting system for public scrutiny.

The detailed proposal of the above framework is at Annex.

Advice Sought

5. Members' views are sought on the proposed evaluation framework. With the ECF Committee's endorsement of the proposed framework, the Secretariat would liaise with the existing green partners to address the performance targets identified in the framework. Extra resources on top of the ceiling in the original overall programme may need to be sought from ECF, if necessary (e.g. for conducting carbon audit). Future green partners will be invited to formulate the proposals with reference to the evaluation framework.

**Secretariat, Environment and Conservation Fund Committee
February 2011**

Moving towards a Green NGO Proposed Evaluation Framework

A. Clear focus and distinct objective of the greening programme

- A green partner needs to identify its organization strength/characteristics so as to give focus to the greening programme. The goal is to enhance the image building of “green role models” in the community through establishing a clear focus and distinct objective of the greening programme.
- For the existing green partners –
 - TWGH – Role model as an established charity of long history and with a wide spectrum of service units.
 - PLK – Strong in education services; two campsites to be turned into environmental education thematic camps.
 - YCH – Focus on clinical and social service units

Performance indicators

- To gauge perception by stakeholders on the organization as a green role model through regular questionnaire surveys, etc.
- To promulgate the objectives of the greening programme through organization websites, newsletters, etc.
- To report progress against the milestones set for each greening initiative through organization websites, newsletters, etc.

Assessment on resource implication

- Minimal resources involved. Could be absorbed by the NGO.

B. Carbon audit

- A green partner needs to conduct carbon audit and track carbon emission for the whole organization so as to quantify environmental benefits of the greening programme.

- To enhance public awareness on carbon audit, the green partner should report the carbon audit results in its website, newsletters, environmental reports, etc.
- Promoting carbon audit is in line with the government's policy. Green partners would set role models for NGOs as well as commercial corporations to follow suit.
- We have also considered setting other quantifiable targets (e.g. reduction in water and electricity consumption, increase in waste recycling, etc) as environmental performance indicators. On balance, we consider that carbon audit is a more encompassing tool and would serve to give an overview on the organization's environmental performance. We are concerned that it could be too onerous for the green partner to achieve individual targets set for different environmental performance indicators for its various service units to come up with the organization's overall performance. On the other hand, if an individual service unit has obtained ECF funding, say for energy efficient installation, the relevant performance indicator, namely reduction in electricity consumption, would already be captured by reports under that application.
- While the greening programme funded by ECF is for a finite period, say 3 years, the green partner is expected to sustain its efforts in "greening" its organization. Its sustained efforts in reducing the carbon footprint of its entire organization as reflected by the carbon audit results can be easily tracked and measured.

Performance indicators

- To announce the carbon audit results on its website.
- To participate in the HKAAEE CarbonLESS certificate where appropriate.

Assessment on resource implication

- Cost of carbon audit involved. May apply for funding under the ECF's "Energy Conservation Project for NGOs" Funding Scheme.

C. Governance and Environmental Reporting

- A green partner, as a green role model, needs to establish green governance and management practices. To be answerable to public expectation on a green role model, it needs to establish an environmental reporting system to report on its environmental performance and any non-compliance for public scrutiny.

Performance indicators

- To promulgate green pledge (e,g, carbon reduction target), green policy and governance structure through the organization website.
- To compile environmental reports and to disclose environmental performance and any non-compliance for public scrutiny.

Assessment on resource implication

- Cost of environmental reporting involved. Could be covered by the environmental consultant hired under the ECF greening programme.