

## **ICT Governance Structure**

**26 January 2011**

**(based on GHG Protocol Product and Supply Chain Initiative Governance Document)**

### **I. GHG Protocol ICT Sector Guidance Objectives**

The primary objective is to develop sector guidance that supports the GHG Protocol Product Accounting and Reporting Standard, for the carbon footprinting of ICT Products (including goods and services). The output of the work will be published as a document jointly by WRI, WBCSD, Carbon Trust and GeSI, as an ICT Sector Supplement and will be freely available on the [www.ghgprotocol.org](http://www.ghgprotocol.org) website.

The ICT Sector Supplement will be developed as a practical handbook for people to use, who are developing product carbon footprints related to ICT products and services. It will be a Practitioner's Guide. It will address issues of boundaries in the life cycle analysis, definitions for functional units, data quality issues. The aim is to provide a consistent approach for practitioners to follow, and to ensure transparency in methodology and assumptions. It is very much a guidance document, rather than a standard, and thus will be more detailed than a standard. The document will also provide guidance for comparing the carbon footprint of ICT products (goods and services) with alternative (non-ICT) ways of delivering the same product. Similarly the document will provide guidance on measuring the enablement effect of ICT products.

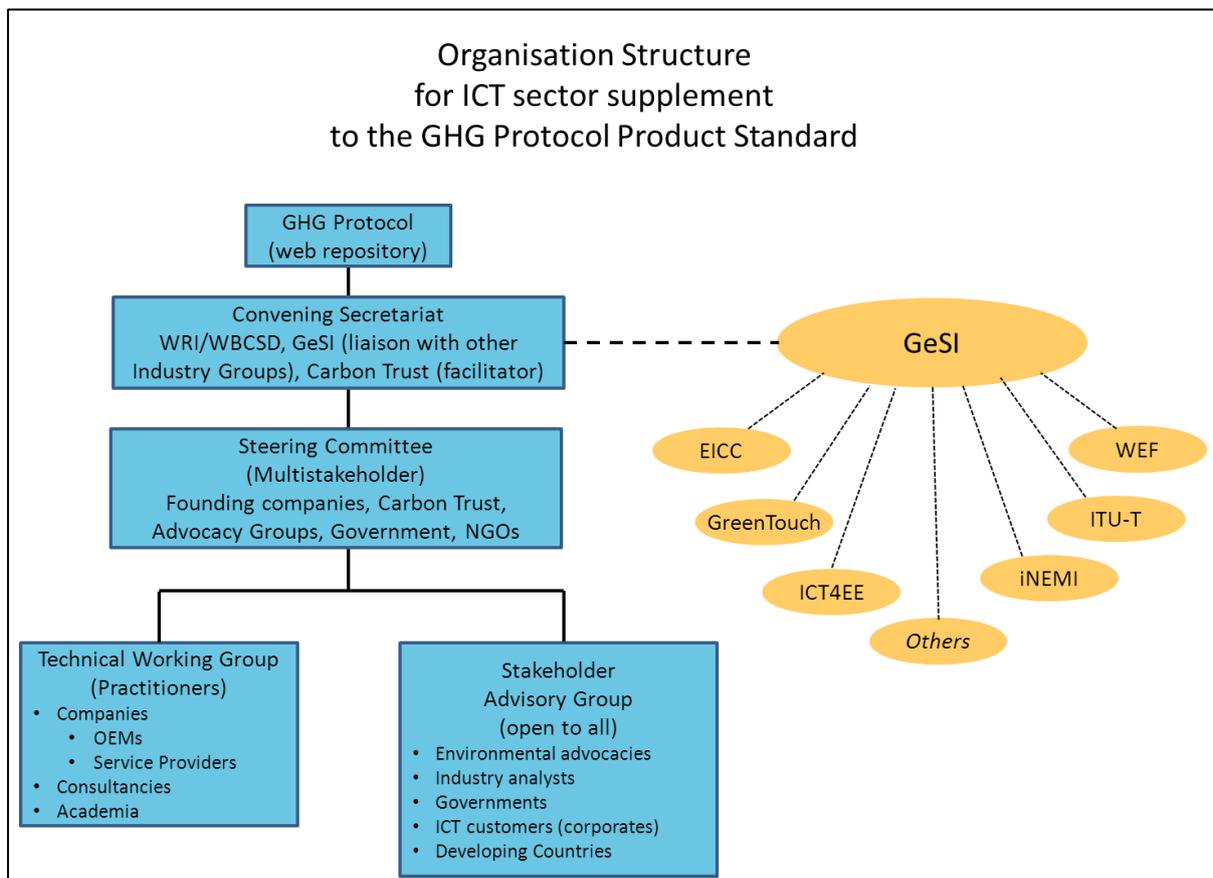
The Technical Working Group will develop the document drawing heavily on existing work, consolidating and referencing other relevant work. Specifically, relating to carbon footprinting of ICT equipment, the working group will use the work being carried out in the PAIA Project (under the co-ordination of MIT) and in the iNEMI Eco-Impact Evaluator for ICT Equipment Project. The working group will also reference the work that has been done by GeSI and others on measuring the enablement effect of ICT services.

The sector supplement will consist of an overview section plus different chapters for specific areas such as networked services and desktop managed services.

## II. Governance Structure and Approach

The governance process to oversee and develop the new guidelines will consist of five groups (as illustrated in the diagram below):

1. Convening Secretariat
2. Steering Committee
3. Technical Working Group
4. Stakeholder Advisory Group
5. Pilot Testing Group (To be Discussed)



The guideline development will occur through an open, transparent, inclusive, multi-stakeholder process. Decisions will be developed through building consensus and all outputs will be subject to comprehensive and rigorous reviews by stakeholders. The Convening Secretariat will make every effort to reach consensus within the Steering Committee and Technical Working Group on each aspect of the guidelines. On the occasion that the Steering Committee and Working Group are unable to reach a consensus, the Convening Secretariat retains the authority to make a final decision

### III. Convening Secretariat

WRI, WBCSD, GeSI and the Carbon Trust will convene and facilitate the ICT guidance development process and act as the secretariat.

#### *Composition*

Staff from WRI, WBCSD, GeSI and the Carbon Trust

#### *Responsibilities*

- Convene participants
- Raise, coordinate and report funds to support the process
- Facilitate and coordinate meetings of the steering committee; technical working group; and stakeholder workshops
- Assist working group leaders and other technical experts, prepare written inputs to the technical working group process, including background on relevant standards and methodologies; accounting issues and challenges; and key decisions to be made by the working group
- Ensure ICT guidelines meet highest quality standards
- Ensure consistency and user-friendly presentation in the final standard across all sections developed by the technical working group
- Recruit pilot testers and manage pilot testing, if deemed necessary
- Produce final chapters taking into account feedback received
- Promote and support the adoption of the ICT sector guidance

#### *Commitment*

Convening Secretariat will be primarily staffed by the Carbon Trust. Support staff provided by the WRI and WBCSD (GHG Protocol Team), and GeSI.

#### *Roles*

The organisations within in the Convening Secretariat will have the following specific roles:

- WRI & WBCSD will promote the overall initiative, actively encourage wide participation in the process and ensure consistency with the GHG Protocol product standard.
- GeSI will have key responsibility for promotion with the ICT industry through liaison with other ICT industry groups and trade associations.
- The Carbon Trust will provide secretarial support to the process, acting as facilitator and coordinator for the process. The Carbon Trust will be responsible for convening meetings, for chairing the steering committee, for preparing the agenda for meetings, and for writing the minutes of meetings. The Carbon Trust will provide editing of (and writing parts of) the sector supplement. The Carbon Trust will have an overarching role to provide consistency in the methodology and approach.

#### **IV. Steering Committee**

The Steering Committee will provide strategic guidance and build consensus on the development of the new guidelines.

##### *Composition*

The Steering Committee will consist of 6-10 strategic and technical advisors with proven expertise in ICT issues. Members will be invited based on the following criteria:

- Commitment to the GHG Protocol's objectives (see above under II)
- Demonstrated engagement in the international standard development process and agenda
- Level of expertise in GHG emissions and/or life cycle accounting and the use of such information in advancing effective GHG management
- Stakeholder and geographic diversity, including representation from developing countries, businesses from a cross-section of the ICT industry, government and environmental NGOs
- The Steering Committee will have a roughly equal split between members from ICT companies and other stakeholders, with the stakeholders being represented from the following areas: environmental advocacy, industry analyst, government, ICT corporate customers and developing country.
- The Steering Committee will consist of at least four members selected from the initial participating ICT companies to represent the key technical areas of telecoms networks, desktop managed services and remote collaboration.
- The leaders from sub-groups of the Technical Working Group will be invited to attend Steering Committee meetings (if not already members of the Steering Committee)

The steering committee composition will be agreed by WRI, WBCSD, GeSI (Climate Change Working Group), the Carbon Trust and the initial participating ICT companies.

##### *Responsibilities*

###### 1) Strategic Guidance:

- Provide advice and guidance on strategy, objectives and composition of the working group, and scope of the guidance documents
- Reach consensus on the objectives of the deliverables and ensure that working group outputs are consistent with established objectives
- Provide guidance on the structure of the guidance documents (including content, level of detail, balance of guidance, etc.) based on agreed objectives.
- Provide guidance on the topics to be addressed by the technical working group.
- Support broad adoption and use of the standards by ICT companies, suppliers, etc.
- Ensure that the process used to develop the guidance documents is inclusive and credible

## 2) Technical Guidance:

- Provide management-level guidance for functioning of the technical working group
- Resolve disagreements when the working group is unable to reach consensus

## 3) Standard Review:

- Review draft standards/guidance from the working group for technical accuracy, consistency and completeness.

### *Decision Making Process*

The Steering Committee will provide guidance and suggest resolutions based on consensus. On the rare occasion that the Steering Committee is unable to reach a consensus, the Conveners (WRI, WBCSD, The Carbon Trust and GeSI) retain the authority to make a final decision.

### *Commitment*

Steering Committee members are requested to make a commitment of one year to the development and promotion of the guidance documents:

- Participate in a conference call every 2 months
- Participate in up to two in-person meetings (if required)

### *Acknowledgement*

Members of the Steering Committee will be acknowledged as such and listed by name/affiliation in the final publication.

## **V. Technical Working Group**

Members of the technical working group will develop the technical content of the guidelines. This will include working together to produce technical content papers and draft chapters for the guidelines.

### *Composition*

The working group will consist of experts from business, government, academia, and NGOs with technical backgrounds in ICT greenhouse gas accounting issues (life cycle assessment, supply chain GHG management, carbon footprinting, etc.). The Technical Working Group may form sub-groups to work on specific areas. In consultation with the steering committee, a member of each sub-group will be appointed as the sub-group leader.

### *Responsibilities*

- For the set of technical accounting issues designated to the group: review relevant existing standards and methodologies; analyze the issues and challenges; and develop consensus around content of standards/guidance
- Develop inputs to inform, explain and/or justify provisions to the Steering Committee, the stakeholder advisory group, and the interested public

- Develop chapters and draft text on the designated topics, containing both standards and guidance as appropriate
- Receive and respond to feedback on draft chapters from the pilot testing phase (if deemed necessary) and public comment periods

#### *Decision making process*

The working group will make decisions based on consensus. All efforts should be made to achieve consensus on each aspect of the guidelines. On the rare occasion that the working group is unable to reach a consensus, the working group will provide the Steering Committee with a set of options for review and recommendation, indicating the relevant pro's and cons of each option.

#### *Commitment*

Working group members are requested to make a one year commitment to participate in the standards and guidance development. This will entail:

- Two conference calls of one hour each per month (unless only one call per month is necessary);
- Two to three in-person meetings per year (if required), and
- The necessary time to prepare and review materials and draft text.

#### *Acknowledgement*

Members of the Technical Working Group will be acknowledged as “Technical Working Group & Writing Team” and listed by name/affiliation in the final publication.

## **VI. Stakeholder Advisory Group**

The stakeholder advisory group will provide feedback on the draft elements of the guidelines as they are produced through the working group process.

#### *Composition*

The group will consist of any interested stakeholders from government, business, NGOs, academia, and the general public.

#### *Responsibilities*

At the discretion of the individual participant, provide feedback on draft materials during public consultation periods or organized workshops. Incorporation of comments from the stakeholder advisory group will be at the discretion of the relevant Technical Working Group and Steering Committee members.

### *Commitment*

Receive materials by e-mail approximately every 3-4 months. Provide written feedback at the discretion of the individual participant. If possible, attend an in-person workshop to discuss draft guidance and provide feedback.

### *Acknowledgement*

Stakeholders who contribute to the content of the guidelines as part of the Stakeholder Advisory Group will be acknowledged and recognized as “General Contributors & Reviewers” and listed by name/affiliation in the final publication.

## **VII. Pilot Testing Group (TBD)**

After the draft guidelines are prepared, if considered necessary and appropriate by the Convening Secretariat, a select group of companies will have an opportunity to test the draft guidelines within their organizations to ensure that they can be practically implemented and provide any feedback for their improvement. The Convening Secretariat will provide technical support and guidance to pilot testers in implementing the draft guidelines. Feedback from the road testing will be incorporated into the final version of the guidelines.

### *Composition*

The group will consist of selected companies representing a range of geographic locations.

### *Responsibilities*

Road test the draft guidelines. The expected length of testing phase is up to 3 months. Provide detailed, constructive feedback on the strengths and weaknesses of the draft guidelines.

### *Commitment*

Commit to testing and implementing the draft guidelines within the company and providing comprehensive feedback based on a pre-determined set of requirements.

### *Acknowledgement*

Pilot testers will be recognized as “Pilot Testers” or “Road Testers” in the final publication.

## **VIII. Guidelines on Funding:**

- No fee required for participation (to ensure no barriers to participation), however all large<sup>1</sup> ICT companies participating are asked to contribute an equal amount of £10,000 (or equivalent in other currency).
- Contributions are payable to any of WRI, WBCSD, GeSI and the Carbon Trust (at the decision of the individual funding company)

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<sup>1</sup> For these purposes, a large ICT company is defined as one with annual revenue greater than £1 billion

- Funding received and expenditure made to be reviewed periodically by the convening secretariat
- If there are surplus funds above the expenditure requirements, then further expenditure or disposal of the surplus will be ratified by the convening secretariat based on recommendations received from the steering committee
- If there are budget constraints, then the steering committee will decide on the priorities for allocating the funding and effort for ratification by the convening secretariat
- Funders contribute to resource the guidance development process
- All funders are equally recognized as such in the final publication