

# FRAMEWORK FOR SUSTAINABLE DEVELOPMENT AT THE ICRC

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## ABBREVIATIONS AND DEFINITION

DFID	Department for International Development from the United Kingdom of Great Britain and Northern Ireland (see at: <a href="http://www.dfid.gov.uk/">http://www.dfid.gov.uk/</a> )
DIR/GEN	Office of the Director General
EcoSec	Economic security
HR	Human resources
IFRS	International Financial Reporting Standards
Movement	International Movement of the Red Cross and Red Crescent Societies
RES/DIR	Office of the Director for Financial Resources and Logistics
RH/SAN	Human resources, Staff health unit
WatHab	Water and habitat
WHO	World Health Organization

## EXECUTIVE SUMMARY

The most commonly cited definition of sustainable development is the one first proposed in the Brundtland report, in which sustainable development is “development that meets the needs of the present without compromising the ability of future generation to meet their own needs”.

At present, respect for future generations must be a major consideration when humanitarian organizations like the ICRC decide how to carry out their activities. In other words, it is essential that the principles of sustainable development (that is to say, living sustainably, in fair societies, on a planet capable of sustaining life) be taken into account.

This document proposes a framework to enable the ICRC to take into consideration the principles of sustainable development in carrying out its mission.

The present framework is in four parts: it defines a strategic vision for integration of the principles of sustainable development into the activities and practices of the ICRC; outlines the reasons why the ICRC adheres to the principles of sustainable development in humanitarian action; describes the challenges encountered in this regard; and, lastly, offers a series objectives and areas of intervention designed to ensure that the ICRC’s activities will give greater consideration to sustainable development.

Adherence to the principles of sustainable development enables the ICRC to:

- ➔ reduce the potentially negative impact of its activities on the environment;
  - ➔ make optimal use of financial resources;
  - ➔ be a socially responsible partner in its interactions with stakeholders (beneficiaries, staff, suppliers).
- The ICRC’s objective is to play a significant role in the humanitarian sector among humanitarian organizations firmly committed to working in an environmentally, economically and socially responsible way.

**PREAMBLE**

Since 2007, when sustainable development first became a topic of interest to the ICRC, it has been the subject of two documents, the first describing the framework that lays out the general guidelines (reports on sustainable development at the ICRC)<sup>1</sup>, and the second defining the relevant concepts in the operational context (framework for environmental management in assistance programmes)<sup>2</sup>.

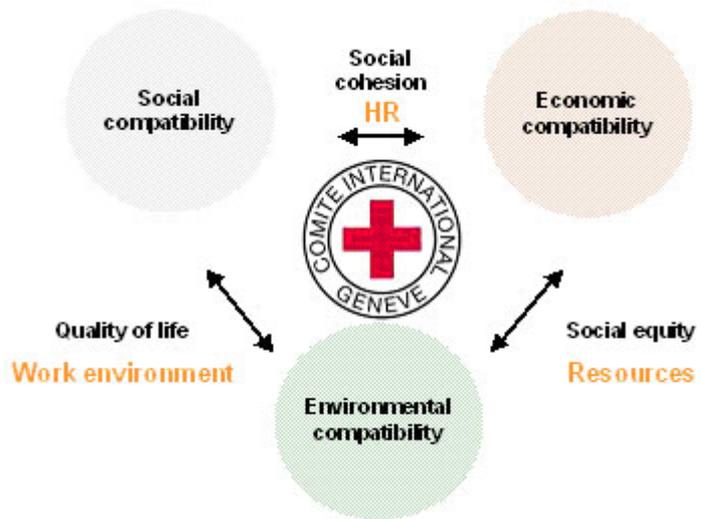
The next step was for environmental issues and sustainable development to be incorporated into a Directorate-approved organization-wide framework, which has been achieved with this document.

**INTRODUCTION**

The present document offers a framework to enable the ICRC **as far as possible** to take the principles of sustainable development into account in carrying out its mission. The most widely used definition of sustainable development is that proposed in the Brundtland report, which describes sustainable development as “development that meets the needs of the present without compromising the ability of future generation to meet their own needs”<sup>3</sup>.

There are three dimensions to sustainable development:

- Economic efficiency
- Social equity
- Preservation of the environment



A balance must be struck between these, so that they can mutually reinforce each other. In other words, the objective of sustainable development is to meet the needs of all of humanity (economy) while ensuring that nature is able to replenish itself (environment) under conditions of social fairness that are conducive to peace and social cohesion (social and societal concerns). This means: *living sustainably, in fair societies, on a planet capable of sustaining life.*

<sup>1</sup> See update “The ICRC and environment protection: Towards sustainable development”, dated 29.04.2011, available on the ICRC Extranet for Donors at: [http://www.gva.icrc.priv/extranet/rexdonors/content.nsf/htmlall/8GAHBC/\\$FILE/UpD\\_EnvironmentAndSustDevlp\\_REX2011\\_226\\_Final.pdf?OpenElement](http://www.gva.icrc.priv/extranet/rexdonors/content.nsf/htmlall/8GAHBC/$FILE/UpD_EnvironmentAndSustDevlp_REX2011_226_Final.pdf?OpenElement)

<sup>2</sup> The “Framework for environmental management in assistance programmes” takes stock of valuable field initiatives and experiences and various meetings with experts, which tackled directly or indirectly environmental issues. Designed to facilitate operational planning, it provides specific guidelines for field staff working on each assistance sub-programme, and ensures that delegations systematically include environmental concerns within operational planning and do their utmost to mitigate environmental degradation that may result from their presence and humanitarian activities.

<sup>3</sup> The term sustainable development (sometimes also called “viable development”) was coined in the 1980s by scientists at the International Union for Conservation of Nature (IUCN). It owes its popularity to the report by the United Nations’ World Commission on Environment and Development, entitled Our Common Future (also known as the Brundtland report) and published in 1987.

By their very nature humanitarian organizations have a moral duty to comply with the principles of sustainable development, if only to ensure a measure of sustainability for their activities, for example relief assistance. The accountability of humanitarian organizations is no longer limited to their mission but extends to whether they respect the well-being of future generations in carrying out their work.

When it makes sense, the ICRC therefore has to examine the economic, social and environmental consequences of its policies and activities from the very outset of any project. The difficulty of sustainable development lies in the fact that, even though the economic, social and environmental dimensions are intimately linked, their relationship is characterized by permanent tension, conflict and contradiction. Depending on the situation, each of these three dimensions might be an objective, a means, a condition or a constraint<sup>4</sup>.

In taking the principles of sustainable development into account the ICRC aims to improve the quality of the aid it provides and to prepare “post conflict” reconstruction from the outset, without restricting its capacity for action.

The present document demonstrates the ICRC’s willingness to rise up to the challenges of sustainable development and indicates the ICRC’s sustainable development goals and areas of intervention for the coming ten years.

The first section covers the reasons why the ICRC adheres to the principles of sustainable development in humanitarian action. A number of examples illustrate how taking these principles into consideration will in no way limit the organization’s capacity for action. It then outlines the challenges that have to be overcome and defines a strategic vision for sustainable development. Lastly, it discusses the objectives and areas of intervention that will ensure that the ICRC will give greater consideration to sustainable development when carrying out its activities, in accordance with its Mission Statement:

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance.

It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement.

## **STRATEGIC VISION**

The ICRC integrates the principles of sustainable developments into its activities and practices and provides an appropriate, quality, sustainable response to the needs of the victims of armed conflict and other situations of violence. Adherence to these principles enables the ICRC to reduce the potentially negative impact of its activities on the environment, to make optimal use of its financial resources and to interact with stakeholders as a socially responsible partner.

## **REASONS FOR THE ICRC’S COMMITMENT**

Incorporating the different elements of sustainable development (social and environmental responsibility, costs) into its decision-making processes will enable the ICRC to become more efficient and to improve its performance. The above elements must become an integral part of the programmes and activities of the ICRC.

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<sup>4</sup> For instance, to be able to deliver relief supplies to vulnerable population groups as quickly as possible the ICRC might opt to use aircraft even though this is the most polluting mode of transport.

If well-managed, awareness of sustainable development factors can have very concrete advantages (see below), with positive impacts both within and outside the organization. It requires all internal stakeholders to become involved in the process and the creation of a network with external partners.

**Better services for beneficiaries:** giving consideration to the environment will positively influence the quality of the ICRC's response to the needs of victims of conflict and optimize the use made of financial resources while enabling the organization to be environmentally responsible. The pertinence of an approach based on sustainable development is well illustrated by the example of systems to produce biogas in detention facilities: if interactions between the environment (the biogas system has a lower environmental impact than the existing one), the social dimension (better living conditions for inmates) and the economy (reduced operating costs) are taken into consideration, the infrastructure built by the ICRC will be more sustainable.<sup>5</sup>

**Better long-term integration of the ICRC:** to enable populations to start functioning normally again after a crisis period it is essential that consideration be given to the services provided by ecosystems; this is especially true in the case of food production, water supplies (quantity, availability) and any other natural resources, which are often adversely affected by our aid programmes. A "sustainable development" approach tells us which strategies should be implemented and bears in mind that truly sustainable societies organize themselves in a way that ensures that their environmental, material, human and social capital is preserved. Sustainable development in humanitarian action is thus a means of improving the quality of the aid provided and of preparing post-conflict reconstruction.

Example:

A life cycle analysis<sup>6</sup> of cooking sets, carried out in partnership with the École Polytechnique Fédérale de Lausanne, showed that the sets' greatest impact in terms of CO<sub>2</sub> emissions and human health occurred during the use and production of the product. Whether the utensils were transported by ship, truck or plane made only a tiny difference. This study indirectly demonstrated the importance of encouraging better stoves for use with the sets. By thinking about only one aspect of needs (cooking utensils) and not about the way food is prepared (fuel, stove) the ICRC can end up helping to aggravate deforestation and complicate a population's return to a normal post-crisis life.

**Greater respect for the environment:** any initiative aimed at reducing the ICRC's environmental impact will tend to preserve the environment through a more responsible use of natural resources. In practice this will result from the gradual application of the most relevant and internationally most widely recognized environmental standards.

Examples:

A survey of the smoke detectors used in ICRC residences determined that better systems were available, which were more reliable, less expensive and, in particular, less polluting.<sup>7</sup>

The installation of solar panels to heat domestic water in the ICRC's residences in Amman has saved an average of around 200 litres of diesel fuel per month and per residence. The current installations, which required little initial investment, at present save some 3,400 litres a month<sup>8</sup>.

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<sup>5</sup> Studies have shown that biogas systems are appropriate in detention facilities in the long-term. By producing energy (gas) they contribute significantly to reducing the negative environmental impact (deforestation) of the prison. The surrounding population and the prison inmates live in a healthier environment (fewer odours, the effluents of the waste water treatment system contain fewer pathogens than septic tanks). Maintenance is taken care of by the authorities. Higher building costs than for septic tanks are set off by lower long-term maintenance expenses and the money saved by not having to buy wood for cooking stoves.

<sup>6</sup> Life cycle analysis is an assessment of the environmental impact of all stages of a product (production, distribution, use), carried out at the end of the useful life of the product.

<sup>7</sup> Over ten years this will result in savings of some CHF 120,000 and 70,000 batteries, which are equivalent to three tons of hazardous waste.

<sup>8</sup> Purchase price of units with installation and hook-up was equivalent to a maximum of CHF 800 per unit (information by Amman delegation).

All vehicles used in the field meet the Euro 3, Euro 4 or Euro 5 emission standards (depending on the operational context and the quality of the fuel available). These standards often exceed the legal requirements of the countries in which the ICRC is working.

**Economics and operating costs:** taking sustainable development principles into consideration in the way the ICRC is run increases the efficiency with which financial resources are used, in particular in the support activities sector. Responsible management in compliance with the principles of sustainable development generally lowers energy and waste-management costs and improves overall management of the delegations. From that perspective, sustainable development is no longer a luxury but a competitive advantage.

Nonetheless, in other areas sustainable development is likely to result in additional costs, particularly in terms of initial outlay. Although investments may be high in the short term the extra cost is recovered in the medium term.<sup>9</sup>

Extra expenditure may prove necessary in some instances, for example for the responsible management of toxic waste or the ethical auditing of suppliers.

These investments directly benefit the social and/or environmental dimensions and result in overall improvements. By analyzing the interactions between the three dimensions of sustainable development, based on the values of the ICRC, it is possible to arrive at a satisfactory compromise.

Example:

Headquarters has a head start over the field and has already set up a system for the responsible management of natural resources and waste<sup>10</sup>. Construction of the new buildings to the MINERGIE® standard, the use of solar panels and heat pumps extracting heat energy from groundwater via micropiles, and the connection to the GLN system<sup>11</sup> are conscious choices indicative of the fact that the ICRC is a humanitarian organization that takes concrete measures to protect the environment and invests in the future.

**Setting an example:** taking the principles of sustainable development into consideration often requires an innovative approach and can both set an example and be a source of information for those who come into contact with the ICRC. This boosts the ICRC's image in the eyes of its donors, other humanitarian agents and the general public. Within the ICRC, making sustainable development an objective across all sectors of the organization has a unifying effect since it gives staff members the feeling that they are working for an organization that is "clean" and aware of sustainable development issues. Integration of the social dimensions demonstrates that the ICRC is a humanitarian organization concerned with the way its activities affect its human capital, beneficiaries and suppliers, as well as the local, regional and international communities in the places where it carries out its operations.

Example:

The above is well illustrated by the implementation of a responsible procurement policy, which includes sustainable development criteria and follows recommendations for a range of procurement areas; it considers the environmental and social aspects of every procurement section (office supplies, furniture and building maintenance, but also all aspects related to aid delivered to victims of conflict) so that, if necessary, measures can be taken to avoid, minimize or control any negative impacts of the purchased goods or services.

**Playing a significant role among international humanitarian organizations:** The ICRC can set an example in this respect, by ensuring a comprehensive approach towards the three pillars of sustainable development and monitoring the activities in the field. Doing so will enable it to position

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<sup>9</sup> MINERGIE® buildings are up to 10% more expensive to construct than conventional buildings but use up to five times less energy.

<sup>10</sup> See in update "The ICRC and environment protection: Towards sustainable development", *op cit.*, page 7

<sup>11</sup> The Geneva-Lake-Nations Project, see at: <http://www.internationalcooperationgeneva.org/en/geneva-lake-nations-project-0> (accessed in December 2012)

itself as responsible and firmly committed to respecting and preserving the environment, and to working towards substantial improvements in social conditions.

**Examples:**

The ICRC's study on strengthening legal protection for victims of armed conflicts concluded that it was necessary to develop and clarify the rules of international humanitarian law relating to the protection of the natural environment in times of armed conflict. A consultation process on the study carried out between the end of 2010 and early 2011 nonetheless demonstrated that a significant number of States considered that at present it was not a priority to start a process aimed at imposing standards in this regard. The ICRC therefore refrained from suggesting that such a process should be initiated. It nevertheless announced its intention to continue to raise awareness of the need to protect the environment in times of armed conflict, where necessary by organizing meetings of experts.

Regarding the social pillar, the degree of implementation of the 2006 policy on equality in the workplace is a further representative example of the ICRC's commitment.

## CHALLENGES

The ICRC faces two types of major challenges<sup>12</sup>:

**1. Conceptual and organization-related challenges:**

- The idea of sustainable development has to be understood and adopted by the ICRC's employees, even though this issue has not been a central concern so far;
- The capacities needed to grasp environmental vulnerability and the impact of humanitarian programmes must be developed;
- Organizational mechanisms have to be set up that will enable the ICRC to develop its approach to sustainable development.

**2. Concrete challenges:**

- The priorities of specific activities have to be defined;
- The outside expertise required to master methods and technical solutions not or only rarely used at the ICRC has to be defined, so as to be able to take the environment into account in programme design and implementation;
- Alternatives must be found to compensate for the lack of infrastructure (such as waste management infrastructure for both hazardous and standard waste) in most of the countries in which the ICRC carries out its work;
- Ethical audits of our suppliers have to be conducted, which is difficult.

## OBJECTIVES AND AREAS OF INTERVENTION

**Objective no. 1: Reducing the potential impact of environmental degradation and climate change on victims of conflict and other situations of violence.**

***Area of intervention:***

- a. The above elements should be taken into consideration when defining and implementing assistance programmes, especially by analysing the operational contexts, bearing in mind environmental, social and economic issues with a view to improving the ICRC's humanitarian response<sup>13</sup>.

<sup>12</sup> It is important to look beyond the immediate humanitarian response. Up until now, providing a quality, relevant humanitarian response has justified the deployment of all possible resources, no thought having been given to measuring the impact of such activities. The aim is not to question the mission of the ICRC but to take a step back and examine our practices and the means used, with a view to obtaining at the very least the same result in the short term and a better one in the medium to long term.

<sup>13</sup> "All relief actions affect the prospects for long-term development, either in a positive or a negative fashion. Recognising this, we will strive to implement relief programmes which actively reduce the beneficiaries'

**Objective no. 2: Controlling the environmental footprint of ICRC operational and support activities.**

*Areas of intervention:*

- a. Drawing up a “road map” to enable the ICRC to monitor progress in environmental management at headquarters and in the field. (This concerns primarily the management of hazardous waste and the optimal use of energy and natural resources<sup>14</sup>).
- b. Optimizing the logistics chain to be able to deliver quality assistance needed by victims of armed conflict and other situations of violence on time, in the right place and at reasonable cost while taking into consideration the environmental, social and economic dimensions of these activities.
- c. Using new technologies to reduce the ICRC’s ecological footprint (for instance, video conferencing and WebiMax make it possible to cut back on travelling).
- d. Setting up vehicle tracking systems based on satellites or electronic logbooks to optimize vehicle use (trucks, cars and landcruisers).
- e. Conference organization takes into account the three dimensions of sustainable development<sup>15</sup>.

**Objective no. 3: The ICRC takes the social dimension into consideration in its capacity of employer and responsible organization**

*Areas of intervention:*

*Through the People Management strategy:*

- a. Promotion of gender equality and integration of diversity in HR policies.
- b. Training should be appropriate to the needs and expectations of the relevant staff categories.
- c. The health and well-being of all staff members should be promoted<sup>16</sup>.
- d. Safety at work should be encouraged (the objective being to reduce the number of accidents and health problems that are a source of great suffering and expense).

*Through responsible procurement:*

- e. The criteria governing the ICRC’s procurement conditions have to be respected by our suppliers.

*Through responsible behaviour towards or beneficiaries:*

- f. The code of ethics concerning exploitation and abuse of beneficiaries must be complied with<sup>17</sup>.

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vulnerability to future disasters and help create sustainable lifestyles. We will pay particular attention to environmental concerns in the design and management of relief programmes. We will also endeavour to minimise the negative impact of humanitarian assistance, seeking to avoid long-term beneficiary dependence upon external aid.” (in “The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief”, see at: <http://www.ifrc.org/Docs/idrl/I259EN.pdf> - accessed in December 2011)

<sup>14</sup> According to the American environmental research group Global Footprint Network (GFN), every year we use more natural resources and energy than our planet is able to produce. According to calculations by the GFN, by August 2011 the world’s population had already used up all the resources nature has the capacity to create in one year.

<sup>15</sup> Organized jointly with the International Federation of Red Cross and Red Crescent Societies, the 31st International Conference of the Red Cross and Red Crescent adheres to the principles of sustainable development (<http://www.rcrcconference.org/en/green-conference.html> - accessed in December 2011 ).

<sup>16</sup> Health promotion was defined by WHO in the Ottawa Charter of 1986. Health is considered to encompass physical, mental and social well-being.

<sup>17</sup> The Inter-Agency Standing Committee (IASC) Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises, composed of UN and non-governmental organizations (NGOs), was established in March 2002. It developed agreed definitions of sexual exploitation and sexual abuse and adopted standards of behaviour to be included in UN and NGO codes of conduct. See “Report of the Task Force on protection from sexual exploitation and abuse in humanitarian crises”, IASC, June 2002, available at: <http://www.unicef.org/emerg/files/IASCTFReport.pdf> (accessed in December 2011)

**Objective no. 4: The rules and principles of ethical conduct are systematically applied to the management of financial resources.**

*Areas of intervention:*

- a. Investment options should be assessed against socially responsible investment criteria. This applies to all funds and reserves invested by the ICRC.
- b. The fraud management policy should be applied<sup>18</sup>.

**Objective no. 5: Reference indicators for sustainable development parameters are defined and are subject to annual reporting**

*Areas of intervention:*

- a. To measure progress, precise objectives and indicators must be defined. These will be useful for internal assessments of progress and will make it possible to compare the different delegations in the field<sup>19</sup>.
- b. These indicators will be the subject of an annual report on progress made in the implementation of sustainable development practices at the ICRC.

**Objective no. 6: The ICRC's staff members adhere to the idea of sustainable development and put it into practice in their work.**

*Areas of intervention:*

- a. An internal communication plan should be drawn up, based on specific, real-life actions so as to inform staff members about best practices in sustainable development that are being implemented within the organization.
- b. The ICRC should communicate with its external partners (Movement, donors, etc.) to inform them of sustainable development initiatives taken by it.
- c. Staff members involved in implementing the principles of sustainable development should receive special training.

**Objective no. 7: Implementing the principles of sustainable development makes a concrete contribute to the ICRC's general partnership objective**

*Area of intervention:*

- a. Partnerships should be developed, especially as part of technical development projects for which the ICRC does not have the necessary know-how. In this way the ICRC will benefit from the technical expertise and local knowledge (context, culture) of research institutes, in particular university institutes, established in countries in which the ICRC carries out operations, and at the same time encourage local, applied research into sustainable development solutions<sup>20</sup>.

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<sup>18</sup> See update "ICRC fraud guiding framework and its implementation procedures - February and August 2010", 04.02.2011, available on the ICRC Extranet for Donors at: [http://extranet.icrc.org/extranet/rexdonors/content.nsf/htmlall/8DGAA6/\\$FILE/UpD\\_FraudFramework\\_REX2011\\_43\\_Final.pdf?OpenElement](http://extranet.icrc.org/extranet/rexdonors/content.nsf/htmlall/8DGAA6/$FILE/UpD_FraudFramework_REX2011_43_Final.pdf?OpenElement)

<sup>19</sup> These are also excellent tools for managing risk and internal procedures.

<sup>20</sup> The "ICRC strategy 2011-2014: achieving significant results for people in need" (12.2010, Ref. 4050) says: "[The ICRC] will also further develop partnerships both within the International RedCross and Red Crescent Movement and beyond, in order to obtain the best possible understanding of local situations and communities and to respond more effectively to identified needs. This will entail further strengthening cooperation with National Societies and their International Federation.", see on the ICRC website at: <http://www.icrc.org/eng/resources/documents/publication/p4050.htm>

## APPENDIX 1: SUSTAINABLE DEVELOPMENT INITIATIVES AT THE ICRC

What experts now refer to as “sustainable development” has long been practiced by all of us, albeit to varying degrees and sometimes without our even being aware of it. The ICRC is no exception to this rule: a list of the main sustainable development initiatives already carried out by the organization is presented in the following table:

Existing sustainable development initiatives		
Environmental (Planet)	Economic (Performance)	Social (People)
<ul style="list-style-type: none"> <li>Regional Strategic Framework 2011–2014: four regions identified the environment as one of their priorities; two others made reference to it.</li> <li>Framework for environmental management in assistance programmes: the objective is to guide, classify and structure field activities in a way that gives consideration to the environment<sup>2</sup></li> <li>EcoSec: position paper on the use of natural resources and its implications for the dynamics of violence.</li> <li>Orthotics: life cycle analysis of the products used to manufacture prostheses.</li> <li>WatHab: following approval in 2009, promotion of the use of biogas systems in prisons.</li> <li>Procedures aimed at improving the management of hazardous waste produced by the ICRC (garages, IT, medical waste) were examined and implemented.</li> <li>Implementation of a programme to improve the energy efficiency of equipment used in the delegations and in assistance programmes.</li> <li>Optimized use of natural resources, waste management and recycling (ICRC Geneva and Bogota).</li> <li>Creation of a mobility programme for headquarters employees which encourages car-sharing and the use of public transport.</li> <li>Logistics: regular assessment of the production sites of the most widely distributed products (except food), special attention being given to social, economic and environmental aspects.</li> <li>Logistics: step-by-step implementation of a responsible procurement policy and environmental impact assessment study of material and equipment purchased by the ICRC.</li> <li>Logistics: analysis of the carbon footprint generated by the transport of products and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Financing: partnerships with the private sector respect the ICRC’s ethical principles.</li> <li>The member countries of the “donor support group” (19 donors in 2009) all refer to one or the other of the following topics: “sustainable development”, “environment” or “climate change” in their policies on development and/or humanitarian aid.</li> <li>Financial reports are examined by an external auditor to IFRS standards</li> <li>ICRC investments, special funds and the Avenir Foundation meet social and environmental criteria.</li> <li>Financial and logistical resources: procurement code of conduct</li> <li>Training in responsible procurement</li> <li>Fraud management framework</li> <li>Financial relationships with Operating National Societies.</li> </ul>	<ul style="list-style-type: none"> <li>Equal opportunities policy (objectives for 2011–2016).</li> <li>Diversity management.</li> <li>Avenir Foundation.</li> <li>Subsidized child-care facilities in Geneva, Afghanistan and Pakistan</li> <li>RH/SAN: works to promote the mental and physical health of staff members.</li> <li>Basic principles: respect for the principles of ethical conduct, confidentiality, medical privilege and social responsibility. HIV/AIDS programme.</li> <li>Career advisory service</li> <li>Training framework</li> <li>External social worker available to all expatriates (headquarters and field)</li> <li>Independent Board of Appeal.</li> <li>Staff Association Committee (COMAP) and ombudsman</li> <li>Code of conduct for expatriates and delegation employees.</li> <li>Code of ethics, standing invitee to the IASC working group on protection of beneficiaries from exploitation and abuse.</li> <li>Code of Conduct for the International Red Cross and Red Crescent Movement<sup>21</sup></li> </ul>

<sup>21</sup> *Op cit.*, see at: <http://www.ifrc.org/Docs/idrl/I259EN.pdf> (accessed in December 2011)

## APPENDIX 2: DIFFERENCES BETWEEN THE PRIVATE AND HUMANITARIAN SECTOR

Sustainable development in the private sector		
<p><i>("Planet")</i> <b>Environmental</b></p> <p>Respecting ecosystems, controlling climate change, active management of renewable natural resources, reigning in the use of fossil fuels, treatment of hazardous and other waste, preserving natural biodiversity, guaranteeing water supplies and quality, etc.</p>	<p><i>("Profit")</i> <b>Economic</b></p> <p>Legitimate pursuit of profit but respecting basic ethical rules, such as those on healthy competition, fighting corruption and boosting local development.</p>	<p><i>("People")</i> <b>Social</b></p> <p>Respecting basic social and human values regardless of the location of the activity: working conditions, wages, non-discrimination and security. No exploitation or endangering of staff or the surrounding community. Contributing to development.</p> <p><b>Suppliers, staff members, clients</b></p>
Sustainable development at the ICRC		
<p><i>("Planet")</i> <b>Environmental</b></p> <p>Idem</p>	<p><i>("Performance")</i> <b>Economic</b></p> <p>Anti-corruption measures, optimal use of donations, accountability.</p>	<p><i>("People")</i> <b>Social</b></p> <p>Idem</p> <p><b>Suppliers, staff members, beneficiaries</b></p>