BIENNIAL REPORT

ON SUSTAINABLE DEVELOPMENT / 2015 –2016

ICRC

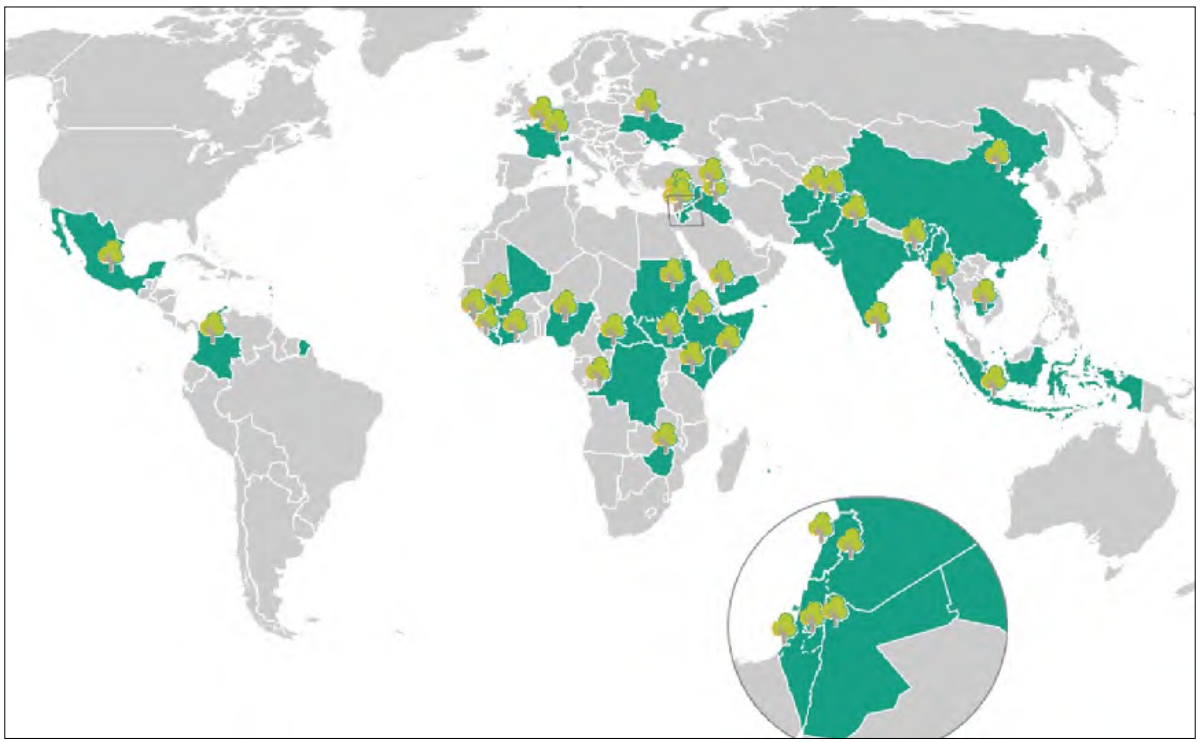
EXECUTIVE SUMMARY

The ICRC's Biennial Report on Sustainable Development provides an update on the progress made in 2015 and 2016 in implementing the Framework for Sustainable Development, adopted by the ICRC Directorate in 2011.

The report describes the work done by volunteers in ICRC delegations to better integrate sustainable development principles into operational and support activities. It explains the tools they use to monitor key performance indicators in the areas of water, energy and paper use, CO2 emissions and waste production.

Sustainable development focuses on three aspects of human activity: the environmental, the social and the economic. The report thus looks at specific environmental problems linked to ICRC operations, in particular the use of energy and water resources and the production of waste. Many of these problems cannot be easily overcome and the ICRC is still working on finding effective solutions.

MAP 1: SUSTAINABLE DELEGATIONS IN 2015 - 2016



An overview of the social and economic dimensions of sustainable development is also provided to illustrate how longstanding ICRC strategies are helping to strengthen its action in these fields and enhance its compliance with international laws and policies.

A few examples of best practices from different delegations demonstrate that sustainable development at the ICRC is not only a concept but the result of concrete initiatives in the field.

A new strategy for 2017–2022, has been adopted to boost the environmental dimension in particular, and to place the organization at the forefront of sustainable development in the humanitarian sector.

The annexes to this report give an overview of the delegations' environmental performance.

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> Integrating sustainable development principles at the ICRC

> Action taken so far, human resources and monitoring tools

> Sunset in Illulissat, Greenland. Copyright @ A.Oppliger/ICRC

INTRODUCTION

INTEGRATING SUSTAINABLE DEVELOPMENT PRINCIPLES AT THE ICRC

Sustainable development is about pursuing viable schemes that combine the economic, social and environmental dimensions of human activity, with the ultimate goal of achieving a coherent and long-lasting balance between them.

The International Committee of the Red Cross (ICRC) is striving to mainstream sustainability as part of an appropriate and effective approach to its work to assist the victims of conflict and other situations of violence.

By adhering to the principles of sustainability, the ICRC:

1) reduces the potentially negative impact of its activities on the environment;

2) makes optimal use of its financial resources;

3) is a socially responsible partner in its interaction with stakeholders (ICRC staff, non ICRC staff and beneficiaries).

In order to live up to these principles, in 2011 the ICRC Directorate adopted a reference Framework for Sustainable Development, which set forth the strategic vision and different areas for action.

Whereas the social and economic aspects of sustainable development had long since been integrated into the ICRC's way of working, the environmental side was lagging behind. Considerable effort has therefore been put into developing this area in the past few years.

This report will give an overview of the social and economic dimensions of sustainable development, and look more closely at progress made in the environmental field in 2015–2016.

FIGURE 1: AREAS OF ACTION FOR THE INTEGRATING SUSTAINABLE DEVELOPMENT PRINCIPLES AT THE ICRC

INTRODUCTION

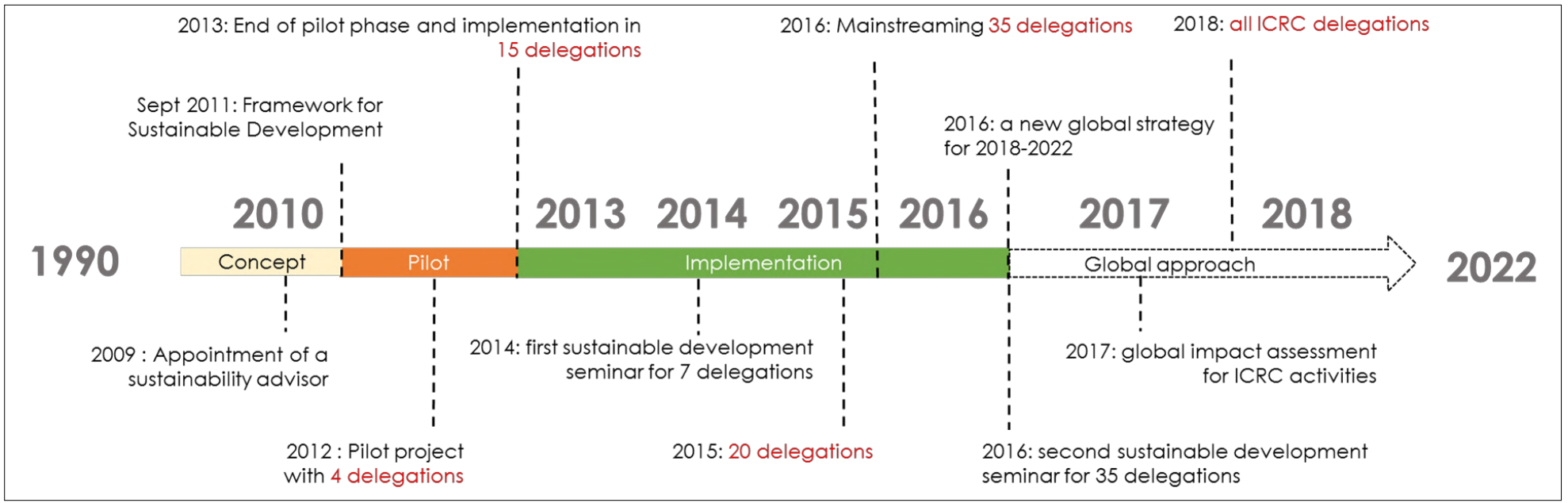
ACTION TAKEN SO FAR

The ICRC began integrating sustainable development principles in 2011. Thus, it:

- defined a strategic vision and established a framework for incorporating sustainable development into its activities and practices; outlined the reasons for adhering to the principles of sustainable development in humanitarian action;
- ran a pilot phase to test and approve the implementation of a sustainable development programme in four delegations in 2012;
- established monitoring tools to track the evolution of indicators since 2011 in the fields of energy, water and waste management at HQ and the delegations;
- expanded the process from four to 35 delegations in 2016, and to all delegations in 2017.

In 2017, a global assessment of all ICRC activities will be carried out to identify and therefore mitigate any harmful effects they may be having on the environment and on people's health.

FIGURE 2: ACTION TAKEN SO FAR TO IMPLEMENT SUSTAINABLE DEVELOPMENT AT THE ICRC



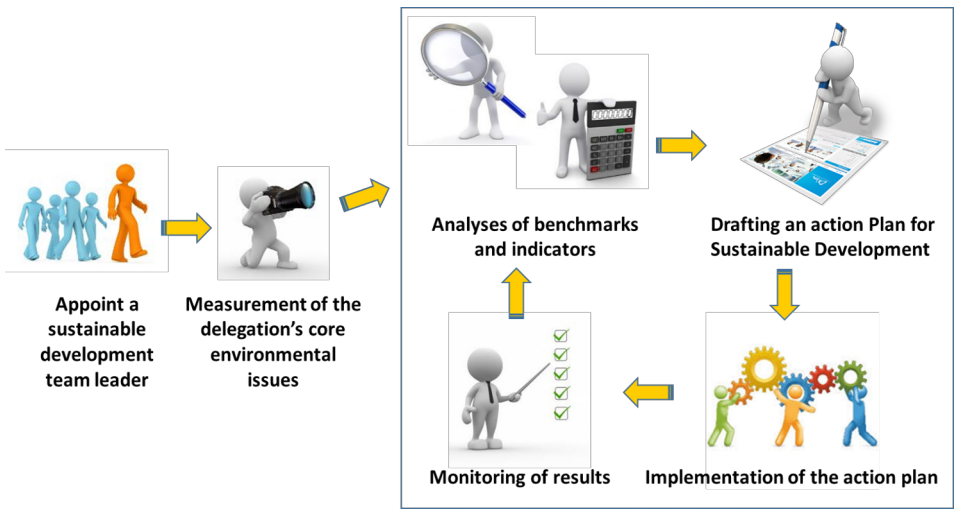
INTRODUCTION

HUMAN RESOURCES

In order to implement the principles of sustainable development, delegations first create a group of volunteers from different units and levels. These volunteers focus primarily on the environmental dimension of sustainable development. They are ambassadors for raising awareness of sustainability issues among all staff members in the delegations.

To date, this voluntary approach has been quite successful. Over 200 enthusiastic and dedicated volunteers in the field are now part of the process. The number of volunteers and delegations joining the programme is increasing by the year.

FIGURE 3: OVERVIEW OF THE IMPLEMENTATION PROCESS IN THE DELEGATIONS



After joining the programme, delegations follow the six different phases described below.

START-UP - PHASE 1
A resident staff member is appointed as the sustainable development team leader in the delegation. He or she is responsible for creating a team of volunteers made up of staff from different units and divisions.

ASSESSMENT - PHASE 2
The delegation's core environmental issues are measured using indicators and benchmarks.

ANALYSIS - PHASE 3
The indicators and benchmarks are analysed taking into account the delegation's specific context. The goal is to detect potential problems or the overuse of natural resources.

ACTION PLAN - PHASE 4
Based on these analyses, a plan of action is drafted describing how to reduce the delegation's environmental impact where necessary.

IMPLEMENTATION - PHASE 5
The plan of action sets goals for reducing the delegation's environmental impact over a three- to four-year period. The administrator is in charge of its implementation.

MONITORING AND ADJUSTMENT - PHASE 6
The action plan is reviewed and updated each year based on the results of the initiatives and projects carried out to decrease the delegation's environmental footprint.

INTRODUCTION

MONITORING TOOLS

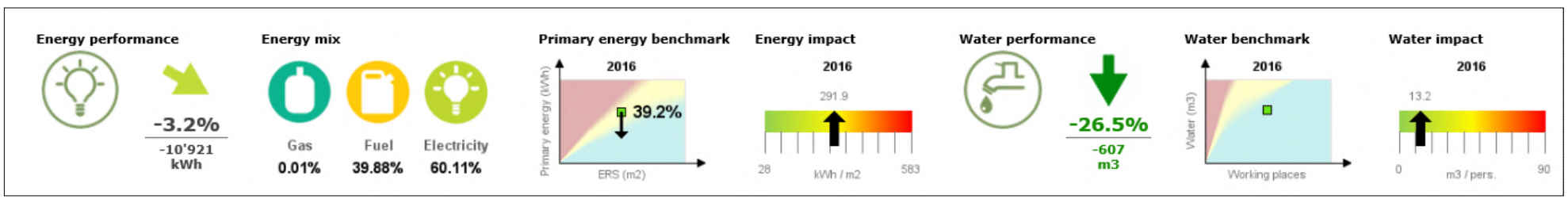
In order to make the best decisions and target the areas requiring action, delegations must measure their use of natural resources and assess how they manage their waste streams.

Each delegation involved in the sustainable development programme therefore has access to an environmental dashboard. This shows the delegation's environmental performance through key performance indicators linked to the use of energy, water, and paper and the production of waste and CO2 emissions.

Taken all together, these indicators are designed to monitor the footprint left by the ICRC's support activities on the environment. In the field, managers, working together with the volunteer team, can use these indicators to identify areas requiring concrete action to decrease the use of natural resources and/ or to improve waste management.

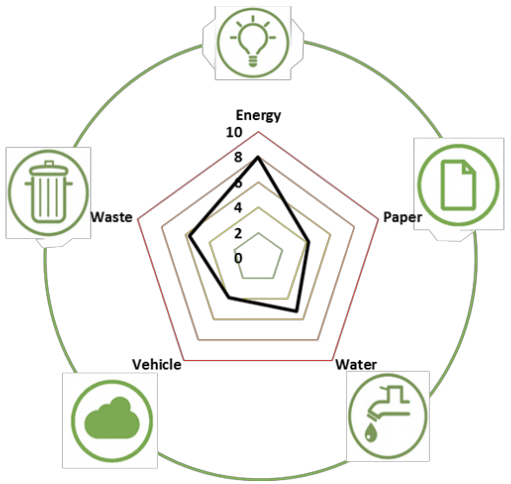
Until 2015, these key performance indicators were based on a Swiss standard, which meant that delegations could be easily compared one against the other. The problem with this methodology, however, was that it did not take into account the different contexts the delegations were working in when calculating their energy and water use.

FIGURE 4: ENVIRONMENTAL DASHBOARD



In order to obtain a more accurate picture of the different delegations' environmental performance, the ICRC developed a new methodology, which takes into consideration the sources of primary energy used to produce electricity – fossil fuels, renewable energy, nuclear power, etc. – in the country or area where they are working. Similarly, for water, an indicator assesses the delegations' environmental footprint in terms of its use and its availability in the particular context.

FIGURE 5: ENVIRONMENTAL FOOTPRINT



The ICRC is now able to calculate its delegations' environmental footprint taking into account their own regional specificities and environmental challenges. With this footprint indicator, it can quickly assess the impact on the environment of a given delegation in terms of its water, paper and energy consumption, waste management, and CO2 emissions. The scale of this footprint goes from 1 to 10 but some delegations can have a bigger footprint in case of overuse of energy or water.

ENVIRONMENTAL DIMENSION

> Reducing our impact on the environment

> Environmental indicators

> Surigao del Sur, Phillipines. Copyright @ L.Dela Cruz/ICRC

ENVIRONMENTAL DIMENSION

REDUCING OUR IMPACT ON THE ENVIRONMENT

INTRODUCTION

To carry out its mission to protect and assist victims of conflict, the ICRC employs more than 14,000 staff in 80 different countries. For them to do their work properly, considerable logistical means are necessary, such as airplanes, trucks, warehouses, offices, and IT material.

Taken all together, the means needed to provide humanitarian aid thus cause pollution, including CO_2 emissions, and use natural resources like energy and water. Relief operations can last for years in places where natural resources are scarce and ecosystems fragile.

In emergency situations and under the pressure of the moment, programmes are often designed with the overriding goal of bringing relief to those in need, without heeding the long-term consequences for the environment.

In such cases, integrating environmental protection measures presents a challenge because neither the risks nor the technical solutions are known, as the impact on the environment is diffuse, multi-factorial and staggered over time and space.

STRATEGY PUT IN PLACE

In order to remedy this situation, the ICRC decided to take two different types of activity into account: its support activities and its programmes for the beneficiaries.

- **For its support activities**, the ICRC developed tools and methodologies for analysing and monitoring the use of energy and water and the production of hazardous waste and greenhouse gas emissions. Based on the findings, simple and concrete measures are proposed to decrease the environmental footprint.
- **For its assistance programmes**, environmental considerations must be integrated into the planning and management phases. The environmental vulnerabilities must thus be identified and the programmes adapted accordingly. For the time being, this is done through a description of some best practices and the use of environmentally friendly technologies put in place by different delegations.

FIGURE 6: ENVIRONMENTAL PILLAR

In the following pages, we shall present our approach for dealing with energy, water and waste. We shall look at the specific problems in ICRC operations with respect to these topics, the methodology used for calculating indicators, and the analyses and work carried out by the volunteer working groups in the delegations. Some of these problems are not easily overcome, and the ICRC is still trying to devise efficient solutions.

ENVIRONMENTAL DIMENSION

Finding appropriate solutions to core environmental issues faced by the ICRC in the field is one of the aims of the Sustainable Development Strategy for 2017–2022, which is outlined at the end of this report.

ENVIRONMENTAL INDICATORS

ENERGY

MAIN ISSUES FACED BY THE ICRC IN THE FIELD

DIESEL FOR ENERGY SUPPLY USING GENERATORS

Power cuts or unstable energy supply are common in many places where the ICRC is active and can undermine the efficiency of its work.

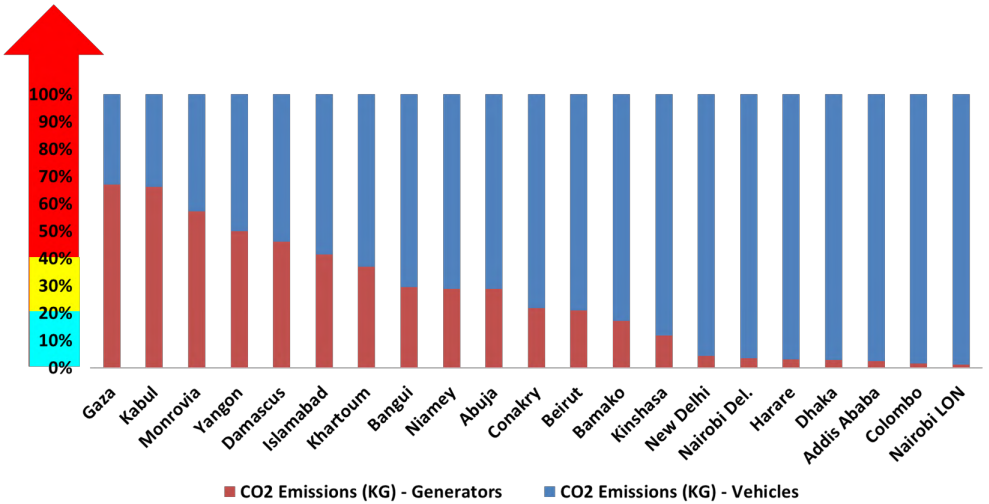
Of the 35 delegations involved in the sustainable development programme, 58% do not have round-the-clock access to energy, and 31% have access to electricity from the grid for under 16 hours a day.

To cope with these power cuts or to guarantee a stable energy supply, the ICRC relies on diesel-powered generators.

Every year, more than 1 million litres of fuel are consumed just to produce energy using generators. Some delegations use more fuel for their generators than for their entire fleet of vehicles.

Diesel particulate emissions contribute to respiratory health problems among the population. Air, water and soil pollution feeds into other environmental problems, including global climate change.

FIGURE 7: CO_2 EMISSIONS FROM GENERATORS AND FLEET (2016)



If the proportion of CO_2 emissions produced by generators at a given delegation is over 30% of the total CO_2 emissions produced by that delegation, measures can be taken to reduce the use of generators and hence the volume of emissions.

However, trying to decrease electricity demand by improving the efficiency of the electrical equipment or raising awareness among the users is not enough, as the generator will be running anyway. If electricity use decreases, its load becomes smaller making it less efficient and generating more pollution.

In this case, installing a smaller generator is one solution, but the investment for it would probably never be recouped.

Another option is to use a microgrid system, as described in the chapter on best practices below. The generator can then be switched off when using a battery power pack, charged partly from renewable energy sources such as photovoltaic solar cells.

ENVIRONMENTAL DIMENSION

ENERGY KEY PERFORMANCE INDICATOR

DIRECT ENERGY CONSUMPTION BY PRIMARY ENERGY SOURCE

The ICRC's environmental footprint is shaped in part by its choice of energy sources. Changing the balance of these sources can help to minimize the environmental consequences.

Primary energy is an energy form found in nature that has not been subjected to any conversion or transformation process. It is energy contained in raw fuels and other forms of energy received as input to a system.

"The ICRC's environmental footprint is shaped in part by its choice of energy sources."

ICRC delegations rely mainly on two kinds of primary energy – gas and fuel oil. They also use electricity from the grid. This electricity is produced from different primary energy sources, which vary according to the country. The energy performance of a given delegation is calculated by adding together the various types of energy consumed at each site, weighted by their primary energy factor.

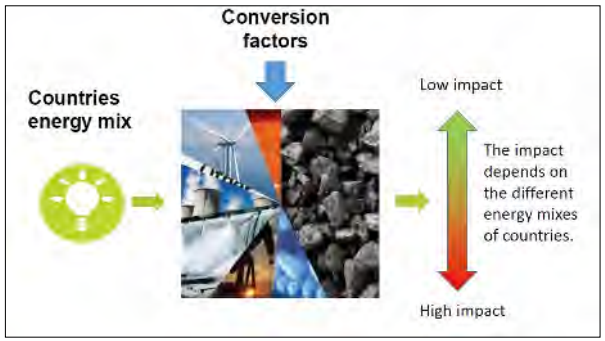
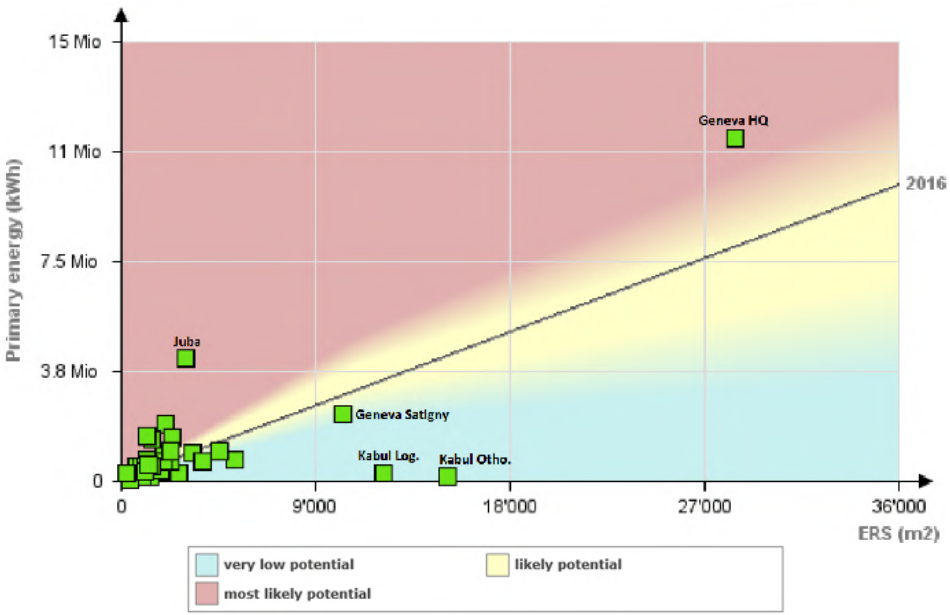


FIGURE 8: PRIMARY ENERGY CONSUMPTION BENCHMARK FOR 2016 FULL GRAPH



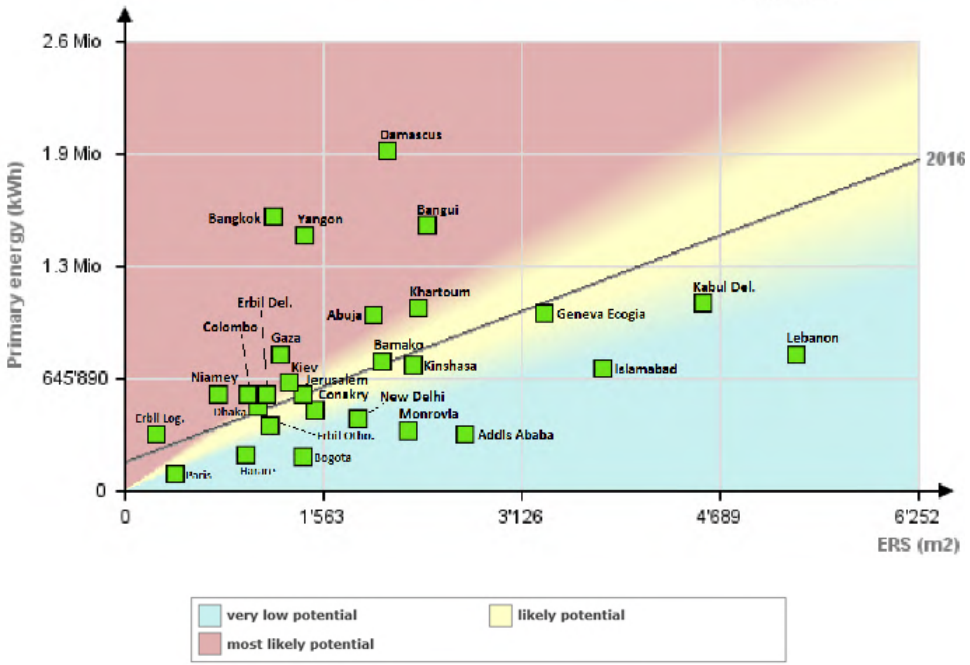
DIESEL FOR VEHICLES

As the ICRC's core activity is delivering aid to the victims of conflict, it is difficult to ask delegations to decrease their CO_2 emissions from the use of vehicles.

However, the larger the fleet the greater its potential CO_2 production, garage waste and the volume of water needed to wash the vehicles. Fleet managers must be aware of these issues and try to reduce the impact on the environment.

ENVIRONMENTAL DIMENSION

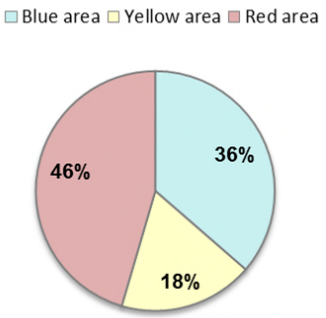
FIGURE 9: PRIMARY ENERGY CONSUMPTION BENCHMARK FOR 2016 ZOOM



Structural problems can also be addressed, but in this case a different methodology is needed. This generally involves improving building insulation and the type, use and management of heating or cooling systems. An audit by engineers is usually necessary before changes can be made.

"After receiving the benchmarks, the members of the sustainable development working group analyse them and take action to mitigate an excess energy use if necessary."

FIGURE 10: PRIMARY ENERGY BENCHMARK REPARTITION



ANALYSES AND ACTION PLANS

SUSTAINABILITY WORKING GROUPS IN ICRC DELEGATIONS

After receiving the benchmarks, the members of the sustainable development working group analyse them and take action to mitigate an excess energy use if necessary. They can work to change their colleagues' consumption behaviour, for instance through communication campaigns, and install devices such as energy-saving light bulbs.

BENCHMARK BREAKDOWN

As shown in the pie chart, 36% of delegations are in the blue area, which means that their potential for improving energy use is low; 18% of delegations are in the yellow area, meaning that their potential for improvement is moderate; and 46% are in the red area, where the potential is very high.

We shall concentrate primarily on those delegations in the red area, as the expected benefits after investing on improvement measures are much greater.

ENVIRONMENTAL DIMENSION

WATER

WATER SUPPLY ISSUES AND POSSIBLE SOLUTIONS

Access to clean water is a daily challenge for the population in many countries where the ICRC works. Water scarcity can be described as the lack of sufficient available water resources to meet needs within a region.

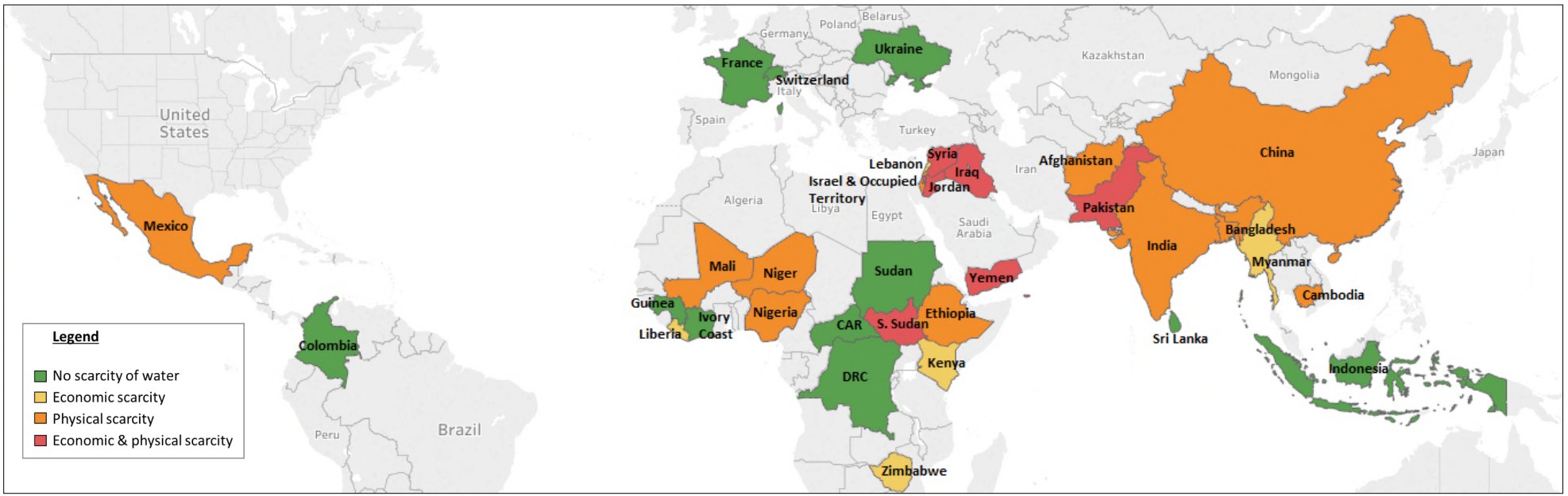
There are two types of water scarcity. Physical water scarcity results from inadequate natural water resources available to supply a region's demand. Economic water scarcity, meanwhile, stems from poor management from the water authorities of the sufficient available water resources.

Water scarcity can affect the ICRC, which has to rely on different sources of water for its activities. These include private boreholes, water trucking and urban water distribution networks, where such exist.

Of the 33 delegations participating in the sustainable development programme, two thirds are located in countries with water scarcity problems.

For this reason, the ICRC has to make sure that the water used for its activities and infrastructure does not exceed a reasonable amount, and that staff use water sensibly in the the delegation and the residences.

FIGURE 11: DELEGATIONS WITHOUT CONTINOUS ACCESS TO WATER



ENVIRONMENTAL DIMENSION

WATER KEY PERFORMANCE INDICATOR

TOTAL WATER WITHDRAWAL BY SOURCE

The systematic effort to monitor and increase the efficiency of water use at the ICRC is directly linked to the consumption costs.

The key performance indicator takes into account the total volume of water withdrawn from a water source such as an ICRC borehole, a water-trucking system or a distribution network.

This total volume of water withdrawn is divided by the number of people working in a given building. The results from different buildings housing different numbers of people can thus be easily compared.

FIGURE 12: PRIMARY ENERGY CONSUMPTION BENCHMARK FOR 2016
FULL GRAPH

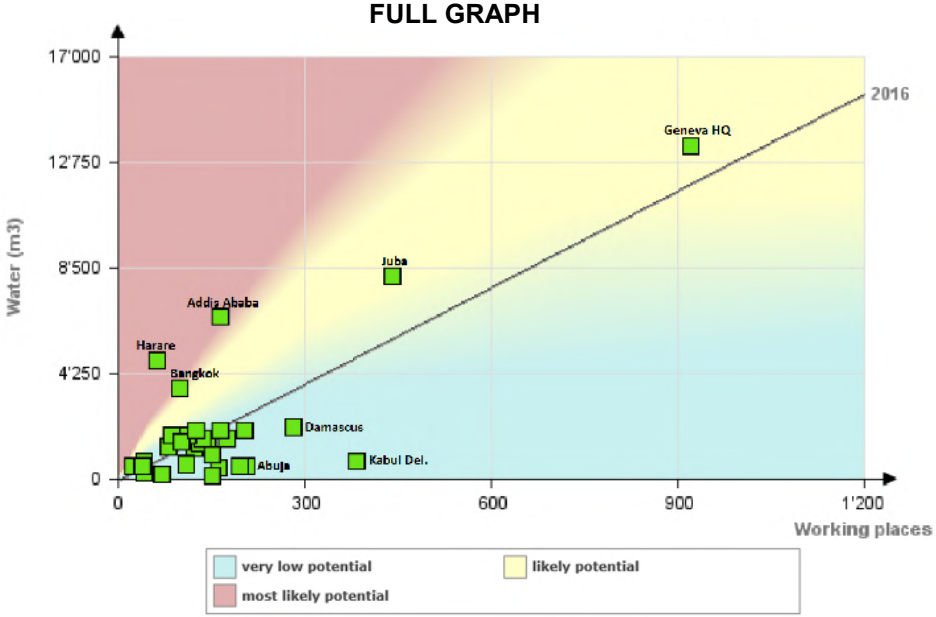
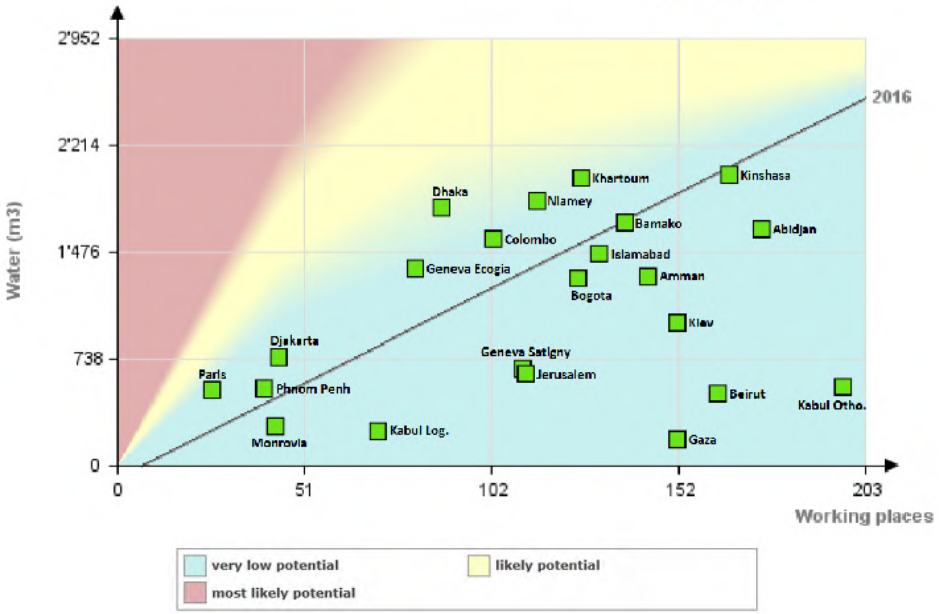


FIGURE 13: PRIMARY ENERGY CONSUMPTION BENCHMARK FOR 2016
ZOOM



ANALYSES AND ACTION PLANS

SUSTAINABILITY WORKING GROUPS IN ICRC DELEGATIONS

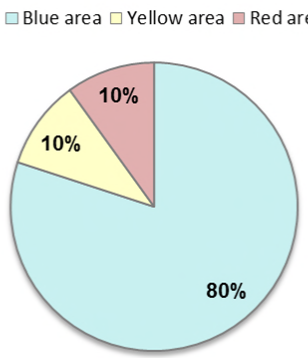
After receiving the graphs, the sustainable development working group analyses them and takes any necessary action to mitigate excess water use.

It can work on changing people's behaviour in order to reduce water consumption. If structural problems need to be addressed, a water audit is carried out.

The water audit will detect any problems linked, for instance, to an overuse for washing cars or watering gardens, or leaks that need to be repaired.

ENVIRONMENTAL DIMENSION

FIGURE 14: WATER BENCHMARK REPARTITION



BENCHMARK BREAKDOWN

It can be seen that 80% of delegations are in the blue area, which means that their potential for improving water use is low; 10% of delegations are in the yellow area, which means that the potential for improvement is moderate; and 10% of delegations are in the red area, where the potential is very high.

We shall concentrate primarily on the delegations in the red area, as the expected benefits after investing on improvement measures are much greater.

WASTE

ISSUES WITH WASTE MANAGEMENT AND WAYS OF IMPROVEMENT

Disposing of the waste created by assistance and support activities in a responsible way presents a challenge in many countries where the ICRC works. Municipal waste-recycling or disposal facilities are often non-existent or limited to certain types of waste or geographic areas. As a result, waste is dumped or burned in the open air.

While common waste (plastic, paper, glass, aluminium) does not present such a problem, the situation with regard to hazardous waste is becoming increasingly serious.

"Most of the countries where the ICRC works have no facilities for treating hazardous and non-hazardous waste."

Some practices have environmental consequences that can be felt very far from the place where the waste was dumped and its immediate surroundings.

The pollution of groundwater, the spreading of noxious smoke particles in the atmosphere and the contamination of dumps with hazardous products present a threat to human health and destroy fragile ecosystems. The impact can be felt in the short term, but it can also develop over several years.

Most of the countries where the ICRC works have no facilities for treating hazardous and non-hazardous waste, so alternative solutions have to be found.

WASTE BY TYPE AND DISPOSAL METHOD

Information on the disposal destination helps gauge to what extent ICRC delegations are managing the balance between waste-disposal options and environmental impact. For example, landfilling and recycling have very different types of environmental impact and residual effects. Most waste-minimization strategies prioritize recovery, reuse or recycling over other disposal options, wherever possible.

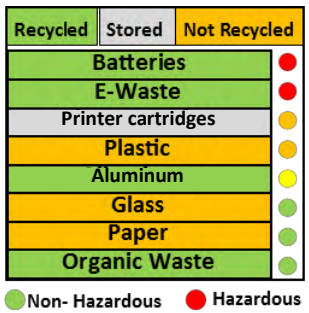
CALCULATING THE WASTE INDICATOR

Waste management is assessed using a qualitative indicator based on how the delegation handles different categories of waste (whether it is recycled, stored or not recycled).

ENVIRONMENTAL DIMENSION

In order to convert this into a quantitative indicator, a value is assigned to each waste category depending on how the waste is processed or managed. The values take into account the hazard level, i.e. the risk to health and the environment, as well as the benefit from recycling.

Quantitative indicator

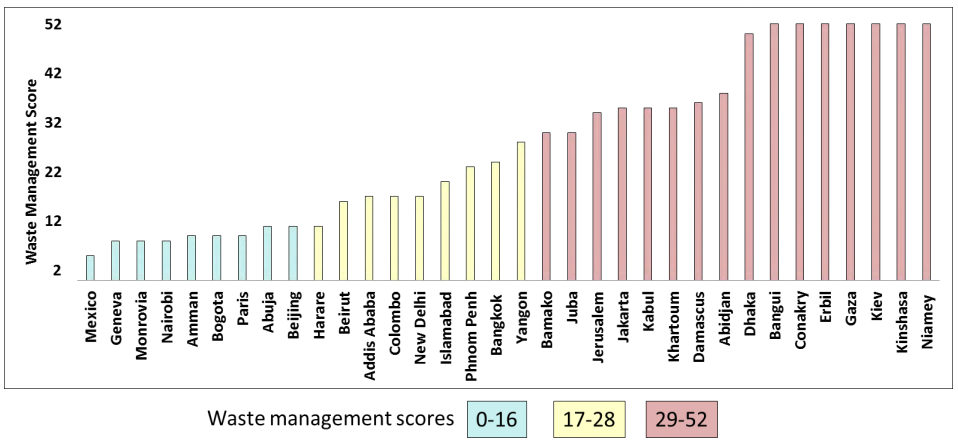


Values for calculating quantitative indicator

Type of waste	Recycled	Stored	Not recycled
Batteries	1	2	10
E-Waste	1	2	10
Printer cartridges	1	3	9
Plastic	1	3	9
Aluminium	1	3	6
Glass	1	3	3
Paper	1	3	3
Organic Waste	1	2	2

The key performance indicator takes into account the way the delegation manages different types of waste.

FIGURE 15 : WASTE MANAGEMENT BENCHMARK (2016)



ANALYSES AND ACTION PLANS

SUSTAINABILITY WORKING GROUPS IN ICRC DELEGATIONS

In keeping with the waste-hierarchy model, the sustainable development working group seeks first to change consumption behaviour ('prevention'), and last of all to tackle waste treatment. The way paper is dealt with is a good example: initiatives typically involve reducing paper consumption first (for example, through printing policies) and only afterwards address recycling possibilities.

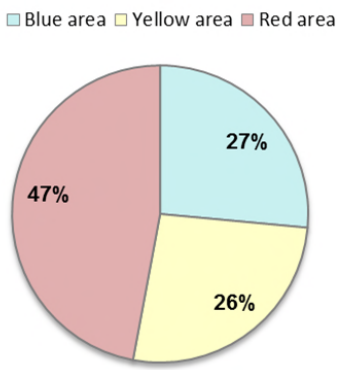
Delegations must have a clear picture of the recycling possibilities (formal or informal) before categorizing the different kinds of waste. The types of material that are accepted for recycling vary from one country to the next and from one city to the next, and numerous programmes for handling the various types of recyclable material exist.

To deal with the hazardous waste produced by ICRC garages, co-processing techniques can be used. These involve using waste as a raw material or as a source of energy, or both, to replace natural mineral resources (material recycling) and fossil fuels such as coal, petroleum and gas (energy recovery) in cement manufacturing. Co-processing presents a series of environmental benefits linked to the reduction of the environmental impact of cement manufacturing on the one hand and its contribution to sound waste management solutions on the other.

"The sustainable development working group seeks first to change consumption behaviour ('prevention'), and last of all to tackle waste treatment."

ENVIRONMENTAL DIMENSION

FIGURE 16: WASTE BENCHMARK REPARTITION



BENCHMARK BREAKDOWN

It can be seen that 27% of delegations are in the blue area, which means that their potential for improving their energy use is low; 26% of delegations are in the yellow area, which means that their potential for improvement is moderate; and 47% of delegations are in the red area, where the potential is very high.

We shall concentrate primarily on the delegations in the red area, as the expected benefits after investing on improvement measures are much greater.

The pie chart shows that waste management is not an easy task for the delegations, as it requires changing all existing processes. First, recycling facilities must be found in the country. If such facilities exist, a waste-storage area must be set aside in the delegation compound. This needs a lot of space as some recycling facilities stipulate a minimum amount of waste for collection, very often as much as two tonnes per category.

As this problem is very difficult to solve, the sustainable development team strives to promote the reduction of waste production in the first place.

> PET recycling facilities' Nairobi—Copyright @ A.Oppliger/ICRC

SOCIAL DIMENSION

> Being a responsible partner in our interactions with stakeholders

> Puebla, Ciudad Serdán, Mexico. Copyright @ B.ISLAS/ICRC

SOCIAL DIMENSION

Being a socially responsible partner in its interactions with stakeholders

The social dimension of sustainable development has been the subject of several initiatives and an internal policy at the ICRC for several years. For a full picture of the ICRC's work in this area, please refer to the ICRC's *Bi-Annual Gender and Diversity* report and the annual report of the ombuds office. The present report summarizes the main areas of work and progress made in the past two years.

Introduction

The quality of humanitarian action is determined by the people doing it – by their skills, capacities and behaviour. The ICRC's principles of humanity, impartiality, neutrality and independence, as well as those enshrined in its *Code of Conduct,* such as respect, participation, sustainability and accountability, serve as key guiding principles for ICRC staff members.[1] As a member of the International Red Cross and Red Crescent Movement, the ICRC's philosophy and actions are shaped taking into account the long-term perspective.

Internally, the ICRC works to mainstream sustainable development considerations by taking action in the areas of people management, diversity and inclusion, staff health and well-being and the ombuds network. The organization acknowledges the need to involve the people it is assisting in relevant decision-making processes and to give them the chance to provide critical feedback; as well as the opportunity to access accountability mechanisms, such as the ICRC Data Protection Independent Control Commission.

[1] Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief (1994).

People Management

Sustainable development requires a robust people-management strategy that corresponds to the wider environment in which the organization operates and fosters a culture of social responsibility.

In practical terms, this means aligning the organization's overall strategy, values and culture, identifying and responding to emerging societal trends, addressing the diverse needs of all staff and beneficiaries and delivering sustainable results.

As part of our broader sustainable development approach, in its 2012 People Management Strategy the ICRC introduced a commitment to integrate diversity considerations into its people management processes. This strategy aims to create one global workforce, in particular by ensuring that HR policies, systems and procedures reflect the importance and value of our resident staff. It also seeks to enhance our capacity to attract, develop and retain the best possible workforce, so as to reach people in need and deliver effective humanitarian services in the long term.

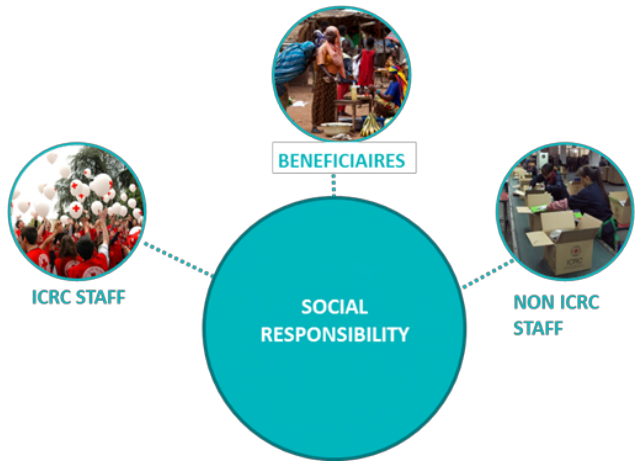
The ICRC's Institutional Strategy 2015–2018 was a driving force behind the broader people management transformation and highlights the need to sustain the growth of ICRC action, address the unmet expectations of employees and managers, and adjust outdated people management systems. The final steps of this transformation will begin in 2017.

As part of its People Management Strategy, the ICRC set up the Humanitarian Leadership and Management School, which aims to build strong management skills among ICRC staff at all levels in the organization. In 2014, the ICRC introduced a new training scheme providing staff with individual budgets to develop their professional skills. A total of 3,400 learning activities have been funded so far.

SOCIAL DIMENSION

Be a socially responsible partner in its interactions with stakeholders.

FIGURE 17: SOCIAL PILLAR



Staff Health and Wellbeing

Humanitarian staff working in conflict settings are particularly exposed to risks to their physical and mental health. In its People Management Strategy, the ICRC established the objective of promoting health and well-being as a central element in the duty of care that it owes to its staff and their families and operational partners. Thus, the ICRC takes measures to protect staff from risks and promote and maintain their physical and mental health. Individuals also have a responsibility to take care of themselves, and optimize their available resources.

In order to better address the health needs of its workforce, the ICRC adopted a new Staff Health Strategy in 2015. Its objective is to provide the entire workforce with adequate support, policies and guidance on staff issues related to health and well-being. The strategy is being put into action thanks to a pool of staff-health delegates and focal points, who provide health care to all ICRC personnel, including through field missions.

A network of HIV focal points and psychosocial support experts adds to the breadth of professional and culturally appropriate support available.

Ombuds Network

The objective of the ICRC ombuds office is to contribute to a respectful and conducive workplace by facilitating good dialogue, understanding and trust within the organization. On an individual level, this office accompanies staff through disputes related to a workplace issue by listening, brainstorming options and facilitating dialogue or mediating between the individuals involved. On an institutional level, ombudspersons flag critical issues related to people management and formulate recommendations for change.

The ombuds office was established in 2005 to reinforce the ICRC's capacity to prevent, manage and solve disputes. Over the years, the ICRC has invested in these services, which are independent from management and governance, by creating a global network of ombudspersons. The ICRC currently has four ombudspersons in Africa, Asia, Europe (HQ) and the Middle East, supported by 20 'ombuds relays' in different countries around the world.

Diversity and Inclusion

The 2012 People Management Strategy recognized the importance of staff diversity in order to better understand and meet the needs of the people it seeks to help and to enhance the organization's acceptability, enabling it to develop programmes that are based on long-term thinking. Apart from social responsibility, staff diversity coupled with good practices of inclusion is essential because it strengthens the operational response and staff engagement and performance. Considerations of staff diversity are also embedded in the Red Cross and Red Crescent principles and are crucial to successful talent management and staff engagement.

SOCIAL DIMENSION

Social responsibility of the ICRC in its interactions with stakeholders

In 2016, the HR department conducted a ten-year review of gender equality, in which it looked at progress made under the previous gender equality policy and provided strategic direction for a future approach on diversity and inclusion. To shape the new global approach on diversity and inclusion, resident and mobile staff at HQ and in 15 delegations recently shared their views and experiences on the ICRC's performance in this respect and suggestions for how to build a more inclusive work environment.

Accountability toward beneficiaries

The *Code of Conduct* of 1994 stipulates that "relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs." In line with its Fundamental Principles and the 'do no harm' principle, the ICRC seeks to ensure that its operations, policies and programmes do not exacerbate conflict or worsen the well-being of its beneficiaries. This is a continuous effort covering a broad spectrum of activities, ranging from the actual response to beneficiaries, which always factors in the specific vulnerabilities of people, to grassroots training on the Fundamental Principles for civilians and armed groups and humanitarian diplomacy with State representatives. In an increasingly digitalized world, it also includes protecting the personal data of individuals that the ICRC processes.

Central African Republic. ©M.Kokic/ICRC

The ICRC and the International Federation of Red Cross and Red Crescent Societies are working together to enhance their accountability to communities and reinforce sustainable, community-driven programmes. These efforts require consistent outreach to key stakeholders within the entire Movement. In 2017, the organizations co-authored *The Red Cross Red Crescent Guide to Community Engagement and Accountability*. [2] This guide provides Movement partners and other organizations with practical and adaptable guidance on how to integrate tested communications and participatory approaches into programmes and a variety of tools, templates and case studies to support implementation. It also responds to the rapidly changing ways that people around the world communicate – including tips on how local organizations can leverage new technology and connectivity to better engage with communities, governments, media and each other to improve humanitarian action, while ensuring the protection of personal data.

"ICRC seeks to ensure that its operations, policies and programmes do not exacerbate conflict."

The ICRC is also further developing its approach on accountability towards people affected by armed conflict and other situations of violence. This approach is centered on preserving people's dignity by giving them a more pro -active role in determining their own needs and designing their own solutions. In other words, it aims to ensure that the people affected have the power to effectively contribute to shaping the humanitarian response.

[2] https://www.icrc.org/en/document/red-cross-launches-first-community-engagement-and-accountability-guide

ECONOMIC DIMENSION

> Making optimal use of financial resources

> Manila. ICRC Manila Shared Service Centre. Copyright @ J-L.METZKER/ICRC

ECONOMIC PILLAR

Making optimal use of financial resources

Introduction

The ICRC has been working for many years now to integrate the economic aspects of sustainable development into the activities of its different financial departments. For a full picture of financial matters and related initiatives, please refer to the primary reference document, Les états financiers. In the present report, we shall be looking more closely at the issues of financial compliance, financial statements and the pension fund.

Financial compliance, internal control and fraud investigations

The ICRC unit responsible for financial compliance, internal audits and fraud investigations assesses the financial risks carried by the delegations. It contributes to an effective use of financial resources by keeping a close watch over activities conducted at HQ and in the field. It aims to ensure that rules and procedures pertaining to finance, administration, logistics and human resources are respected.

"Internal audits and fraud investigations assesses the financial risks carried by the delegations."

Each year, the unit carries out field visits to assess different delegations as part of its reporting approach.

Ten internal audit and fraud investigation field visits were conducted in 2015 and eight in 2016.

These visits are complex and can last up to several weeks, but they enable the ICRC to mitigate the financial risks associated with its activities and practices.

Financial statements

The ICRC exercises due diligence towards the public and the donor community with respect to the standards of its financial statements. Since 2000, it has complied with International Financial Reporting Standards (IFRS). Its external auditors (currently Ernst & Young) provide an unrestricted audit opinion on its IFRS-compliant financial statements and its internal financial audit.

The ICRC manages its cash flow according to the "SLY" (security, liquidity and yield) principle, in order of importance. In selecting where to invest its assets, it uses as a benchmark the restrictions on investments established by the Norwegian Pension Fund.

Pension fund

FIGURE 19: ECONOMIC DIMENSION

The pension fund is an independent entity of the ICRC, governed by Swiss law, that is aimed at providing ICRC mobile employees with pension benefits. For resident staff, the ICRC maintains a distinct fund which provides a capital at the end of service.

Both plans are managed according to a set of ethical principles and guidelines. Restrictions on investments established by the Norwegian Pension Fund are used as a benchmark in selecting where to invest assets.

BEST PRACTICES

> Highlight on ICRC's sustainable development initiatives

> Nairobi ICRC Logistics Warehouse. Photovoltaic panels. Copyright @ C.Njuki Njururi/ICRC

BEST PRACTICES

ETHICAL PURCHASING POLICY

Every year, the ICRC distributes millions of relief items to people affected by armed conflict and situations of violence. These comprise mainly food and essential household supplies such as kitchen sets, tents, tarpaulins, plastic mats, jerrycans, buckets, mosquito nets and blankets.

Making sure items are produced under acceptable conditions, both in terms of social and environmental compliance.

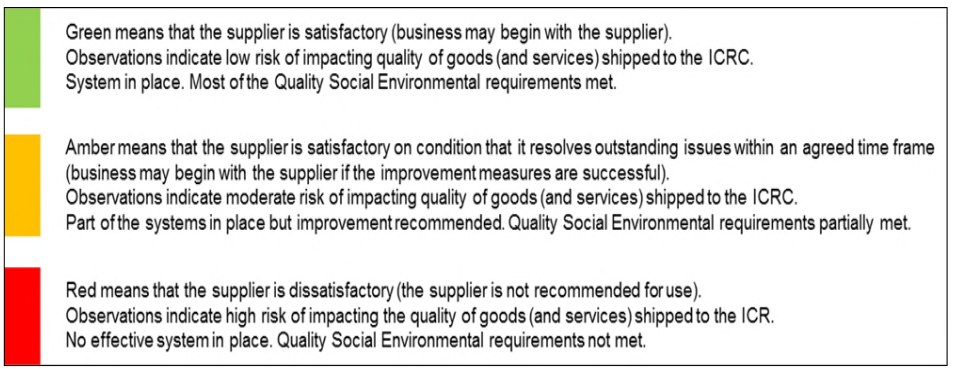
So that this humanitarian assistance is effective, the ICRC is strongly committed to delivering goods of appropriate quality that best meet the beneficiaries' needs. It therefore follows an ethical purchasing policy aimed at ensuring that the items are produced under acceptable conditions in terms of both social and environmental compliance. This is done through on-site manufacturer audits and assessments to make sure that minimum standards of quality management, social responsibility and environmental protection are being applied.

While environmental compliance has been part of the ICRC's ethical purchasing policy for several years now, it was significantly strengthened in 2016 with an increase in the environmental part of the quality management system. This is based on the International Organization for Standardization (ISO) 14001 standard for environmental management, and is described in the ICRC document Reference of manufacturing standards for relief items production.

According to these pillars and standards, audit criteria are defined and used by the ICRC's quality experts, who regularly perform on-site manufacturer audits. In 2015 and 2016, more than 40 manufacturers were assessed or audited (documented reports).

Once the audits are complete, suppliers are given a specific rating status to classify them according to whether or not the QSE requirements are met.

The following figure illustrates the different types of supplier status after audit or assessment.



Non-compliance with one or more of the ethical purchasing standards does not automatically disqualify suppliers. When manufacturers fail to meet the requirements and are given an amber or red status after assessment, a corrective action plan is drawn up and sent to them, so that they can take steps to remedy the situation.

1 - Essential household items account for 80% of all non food articles distributed.

2 - This document has been produced and adopted by the ICRC Purchasing Unit in May 2016. It has been proposed to the Quality Social Environment working group members (IFRC, UNHCR, UNICEF, IOM and MSF) to become an interagency standard.

BEST PRACTICES

ETHICAL PURCHASING POLICY AT ICRC

The below figure sums up the three pillars – quality, social and environmental (QSE) – of the ethical purchasing policy, composed of international standards, which are used for selecting the best manufacturer for the production of relief items.

BEST PRACTICES

THE ABB PROJECT: SOLAR POWERED MICROGRID TO CUT POWER SURGES

A pilot project is currently under way with ABB, a member of the ICRC's Corporate Support Group, to install one of its microgrids at the ICRC logistics hub in Nairobi. A microgrid is a compact system used to store, manage and distribute energy whenever it is needed.

The aim of the project is to test how this technology can be used by the ICRC to guarantee an independent and stable energy supply.

Using microgrids, energy can be supplied locally to meet the specific needs of the site being served, e.g. a hospital, pumping station, village or camp. Generating and storing power locally like this means critical facilities can operate independently from the mains grid when necessary, thus eliminating the risk of blackouts.

Microgrids optimize the various power-supply sources, which reduces the cost of energy for the end user.

The equipment fits inside a 20-foot-long shipping container, and contains battery packs capable of storing 100 kWh, or enough energy to power the logistics centre for several hours. It can all be transported by truck.

Most importantly, in terms of environmental sustainability, 'smart' microgrids provide power from clean, renewable energy sources. This means less reliance on fossil fuels and fewer greenhouse-gas emissions.

The ICRC is therefore installing 300 square metres of solar panels on the roof of its logistics centre. They will supply around 30 per cent of the site's energy needs.

BEST PRACTICES

THE DADAAB PROJECT: AN EXAMPLE OF A CIRCULAR ECONOMY

The Dadaab refugee complex in Kenya is the largest in the world. Its five camps house around 280,000 refugees and asylum seekers, the vast majority of whom come from Somalia. It also produces a lot of waste – especially non-biodegradable waste such as plastic bags and empty jerrycans.

The ICRC has teamed up with the Kenya Red Cross Society to launch a community recycling programme that aims to process 1-2 tonnes of plastic waste a month.

For this, some waste-collection points have been set up in Dadaab, where people can bring their old jerrycans.

These are then taken to the Kenya Red Cross compound where an industrial shredder, paid for by the ICRC, converts them into plastic chips.

These are then taken by truck and sold to a local Nairobi recycling company. The plastic chips are then re-used to make new jerrycans, water tanks and packaging.

The income is used to pay the team running the project, who all come from the local community.

This project is a good example of a circular economy: the jerrycans are distributed, they become waste, and this waste is then used to make new jerrycans.

This income-generating project aims to improve the livelihoods and change the mindset of the most vulnerable members of the refugee and host communities. It should prove an excellent viable community asset and set a leading example of how to protect and rehabilitate the environment.

BEST PRACTICES

SEMINARS AND STAFF TRAINING

In 2016, the ICRC's sustainable development programme expanded substantially from 20 to 35 delegations. Significant progress was also made at the institutional level, with the adoption by the Directorate of an ambitious Sustainable Development Strategy for 2017–2022.

To support the process and help the delegations with implementation, a one-week sustainable development seminar was held in Naivasha, Kenya, in late 2016. This was the second such seminar to be organized since 2011.

The participants presented some of the initiatives to implement sustainable development practices in their delegations.

In Amman, for instance, different measures were taken to reduce the use of energy and hence the need for natural resources. As a result, diesel consumption at ICRC residences dropped by 40% in two years.

Another interesting initiative was presented by the Damascus delegation in the field of assistance. While the conflict was raging in Aleppo it was impossible to supply fuel. In order to deliver water to the population living around Abo Hanifa Mosque, a solar water pumping system was set up.

This example shows that, in acute conflict situations, using and supplying renewable energy is not only possible but sometimes the only solution.

When implementing sustainable development practices, external expertise and technical know-how is often required. For this reason, some external guests were invited to take part in the seminar.

Representatives from the ABB Group, Autarsys (an energy audit company), and the Nairobi City Water and Sewerage Company gave presentations on their work and their contribution to sustainability and the UN Sustainable Development Goals.

STRATEGY FOR 2017 - 2022

> A global approach for sustainable development at ICRC

> Geneva, Cointrin Airport. Copyright @ T.Gassmann/ICRC

STRATEGY FOR 2017 - 2022

A global approach for sustainable development at ICRC

In 2016, a new Sustainable Development Strategy for 2017–2022 was presented, discussed and adopted by the ICRC Directorate. Implementing it may place the organization at the forefront of sustainable development in the humanitarian sector.

Why did we need a new strategy?

Currently, sustainability initiatives and projects – for instance, to reduce the use of natural resources or improve waste management – are launched and implemented locally, at delegation level.

There was a high risk that such projects would not last in the long run as they depended on the personal motivation of the volunteers responsible for introducing and monitoring sustainable practices, among whom turnover is high.

The existing strategy, put in place in 2011, had to be strengthened to take these elements into account.

Moreover, on an international level, environmental regulations are becoming more stringent and are being enforced more strictly in countries that are not in acute crisis, that is 80 per cent of those where the ICRC is working. Anticipating new laws before they come into effect will give the ICRC more flexibility and time to become legally compliant.

"Implementing it may place the organization at the forefront of sustainable development in the humanitarian sector."

And in light of the 'do no harm principle', the ICRC as a humanitarian organization has to consider environmental issues in its modus operandi, as bad management of environmental issues can directly or indirectly affect the beneficiaries' health status. Having a proactive approach to sustainability enables the ICRC to carry out its mission more effectively.

By implementing this strategy from 2017 to 2022, the ICRC will:

- **manage economic, environmental and social risks;**
- **avoid environmental non-compliance;**
- **optimize operational costs; and**
- **be at the forefront of sustainable development in the humanitarian sector.**

How will this strategy be implemented?

The ICRC will start implementing the strategy in early 2017 with an assessment of all its activities, services and technologies used. This will help identify possible harmful impacts the ICRC may have on the environment and people's health.

After this mapping, a Strategic Board will be established at HQ to draw up a roadmap to mitigate the impacts for the period from 2018 to 2022.

STRATEGY FOR 2017 - 2022

The ICRC's strategy and the UN

The Sustainable Development Goals (SDGs) comprise a set of 17 measurable objectives to achieve sustainable development worldwide, ranging from taking urgent action to combat climate change to achieving gender equality by 2030. They were formally accepted by the UN General Assembly in 2015 and are universally applicable.

The ICRC's Sustainable Development Strategy contributes directly to six of the SDGs, primarily in the areas of energy, water and waste management.

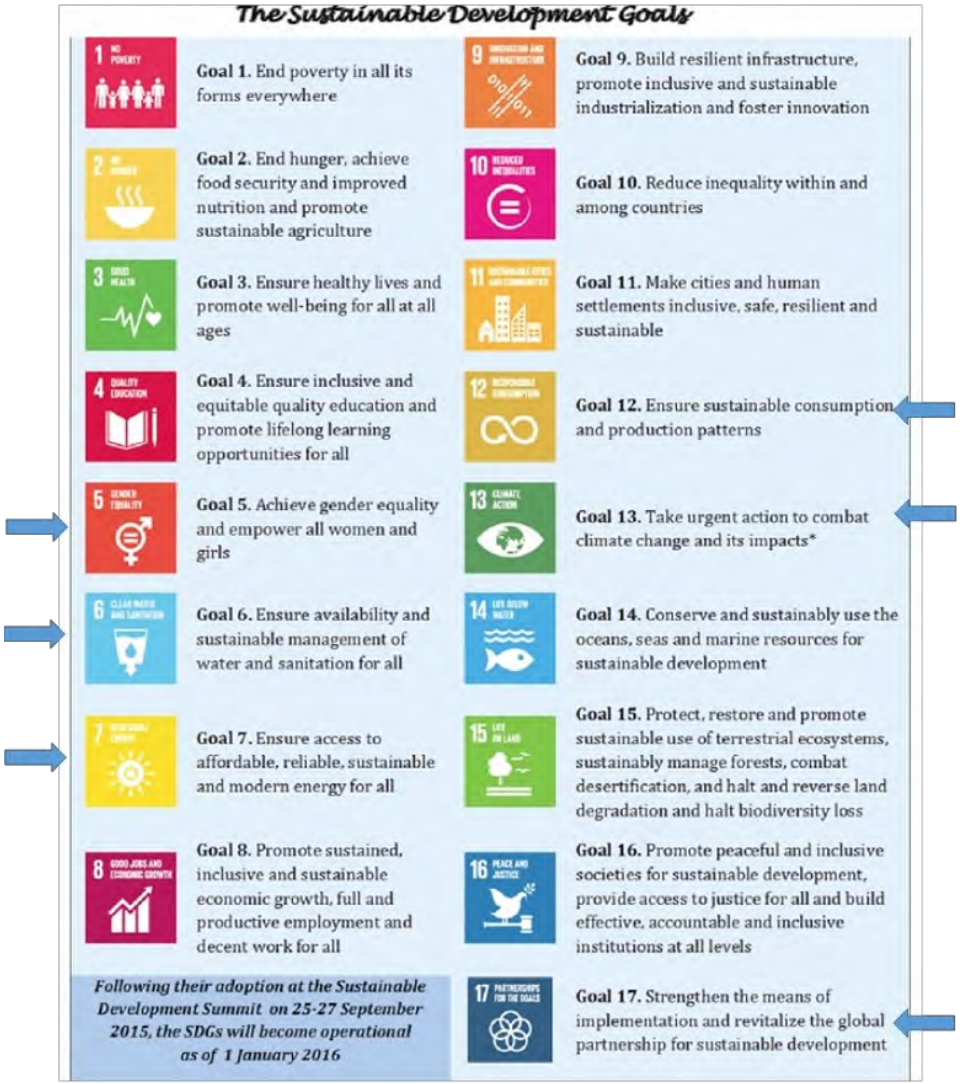
"The ICRC's Sustainable Development Strategy contributes directly to six of the SDGs, primarily in the areas of energy, water and waste management."

Thus, the ICRC strives to use reliable and sustainable sources of energy for its activities in the field. Innovative partnerships with private sector companies have been established and are being strengthened to enhance the ICRC's energy efficiency.

The availability and sustainable management of water is also a matter of concern for the ICRC. Delegations measure and monitor their water use and, if necessary, take action to decrease the amount of water used and/or to avoid polluting water with chemicals.

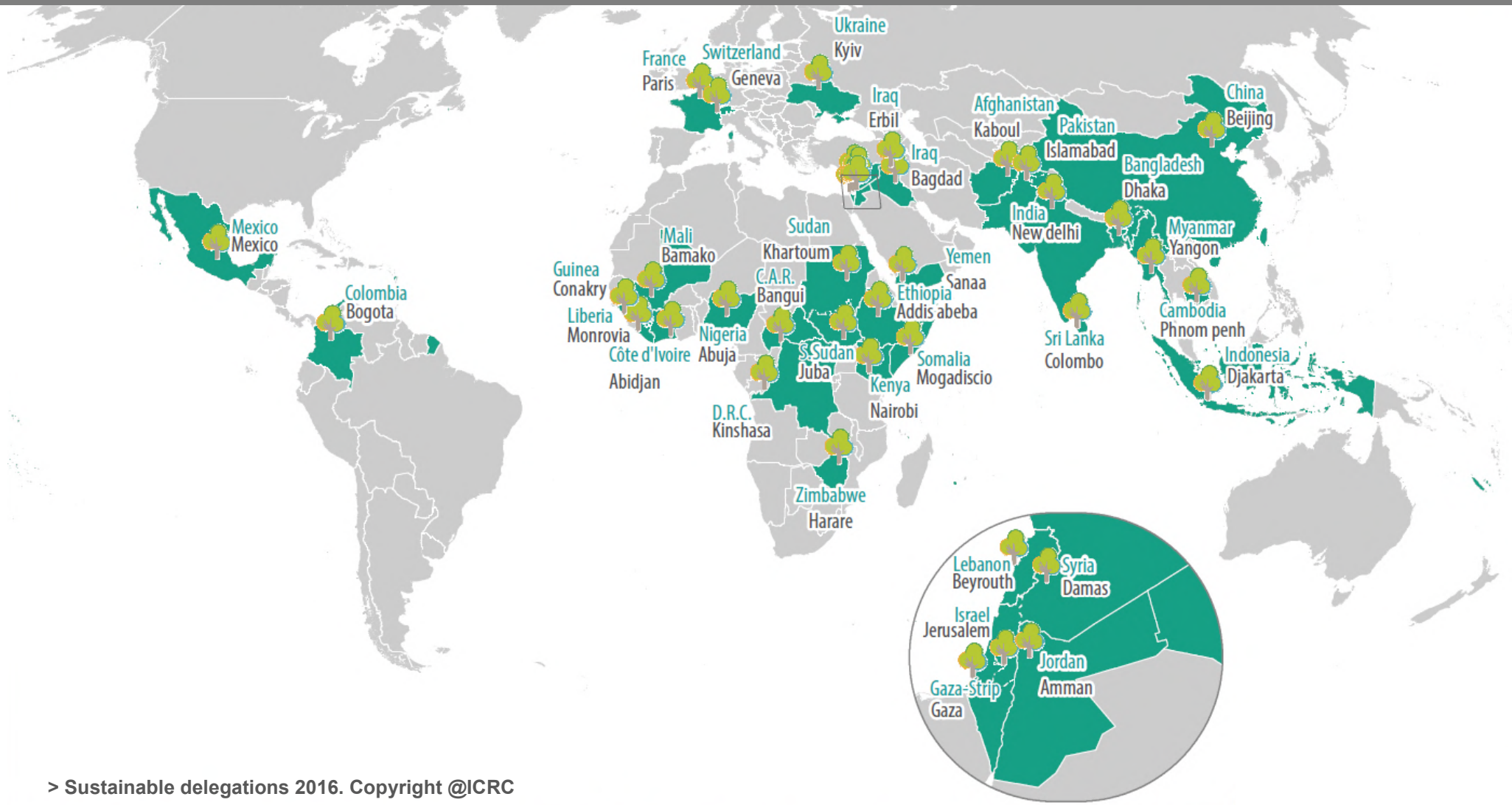
The sustainable management of waste is also a core element in our strategy. By reducing the amount of waste generated by our activities, and by disposing of the waste produced at our delegations in a responsible manner, we contribute to ensuring sustainable consumption patterns and making human settlements safe and sustainable.

The ICRC's sustainable development approach described in this document is directly contributing to the achievement of these goals.



ANNEXES

> Additional data visualization of environment dimension of sustainable development

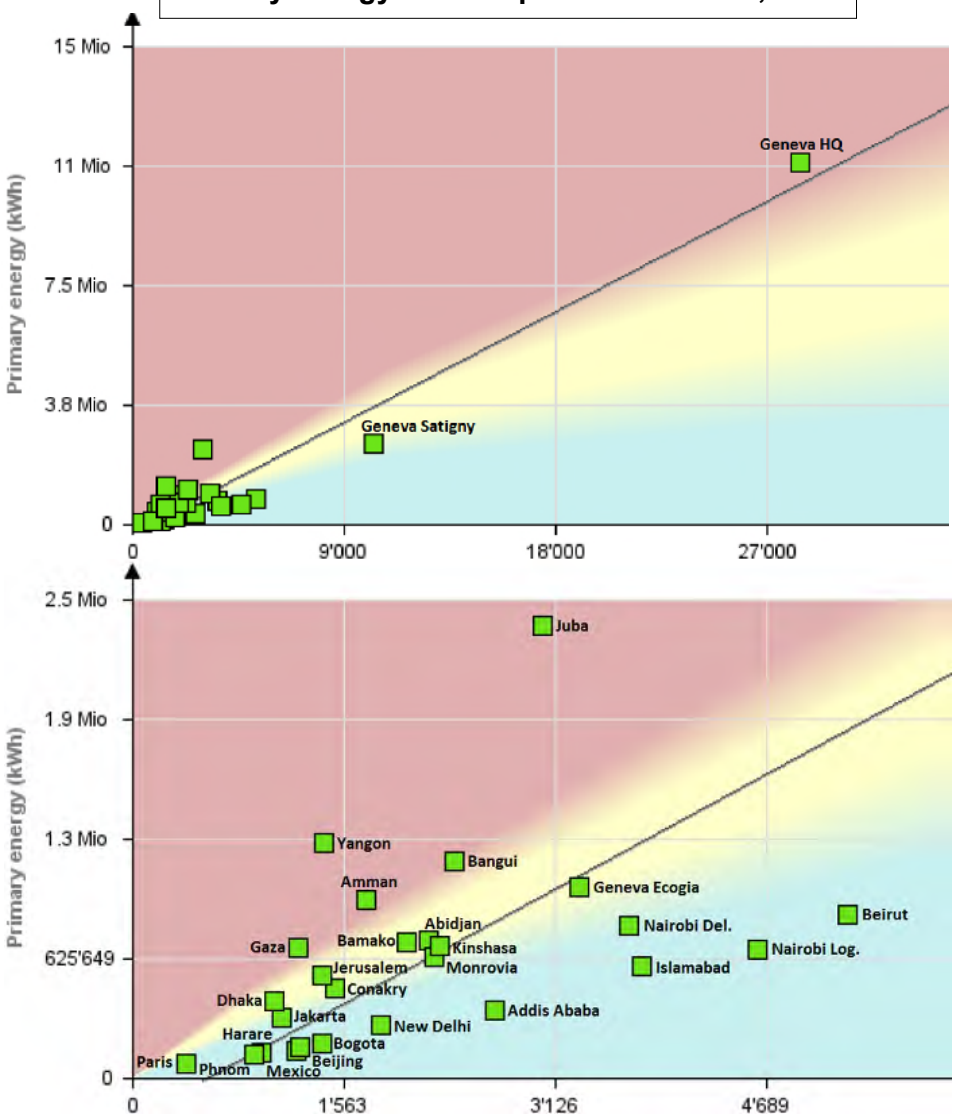


> Sustainable delegations 2016. Copyright @ICRC

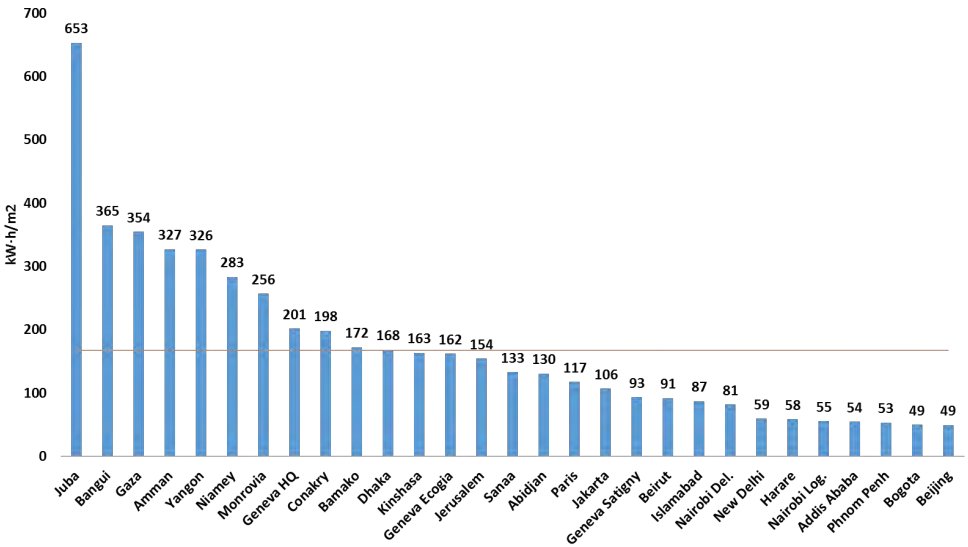
ANNEXES

Annex 1: Energy Key Performance Indicators - 2015

Primary Energy Consumption Benchmark, 2015



Total Energy Use per M^2



Calculating the energy use per square meter of one building allows us to compare the results amongst buildings of different sizes.

The average energy consumption for ICRC delegations is about 168 kWh/m2 / year. This figure varies according to the number of delegations included in the chart. It is therefore not a target but an indicative value only.

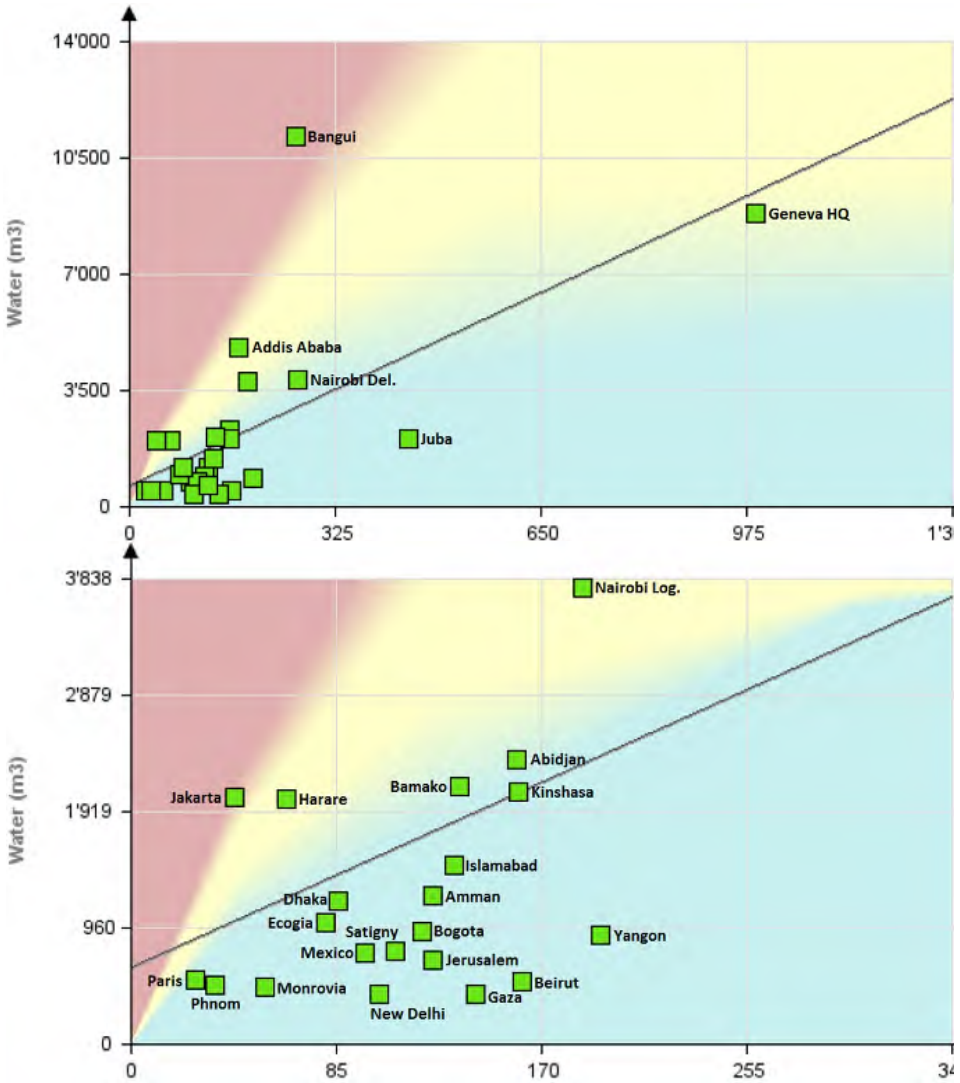
The target to reach for each delegation provided by the TOTAL ENERGY BENCHMARK (on the left).

Excess in the use of energy in one delegation can be explained by the low performance of the building's envelope, the of energy intensive appliances and/or users' behaviors.

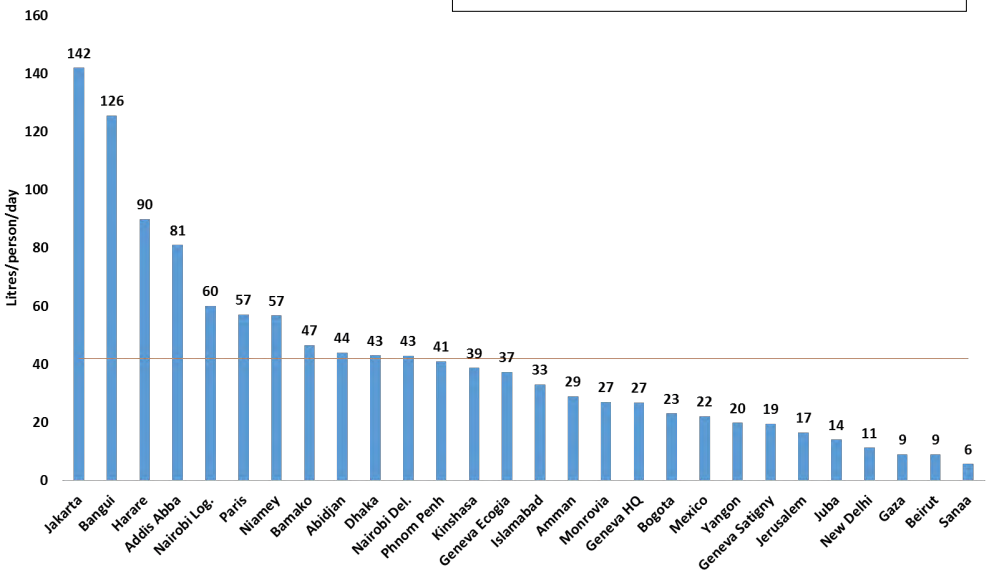
ANNEXES

Annex 2: Water Key Performance Indicators - 2015

Water Consumption Benchmark, 2015



Total Water Use per people per day



Average water consumption is 42 liters per person per day which is an indicative value and is not a Target since it changes as per number of delegations on the chart.

The Target is provided by the WATER BENCHMARK.

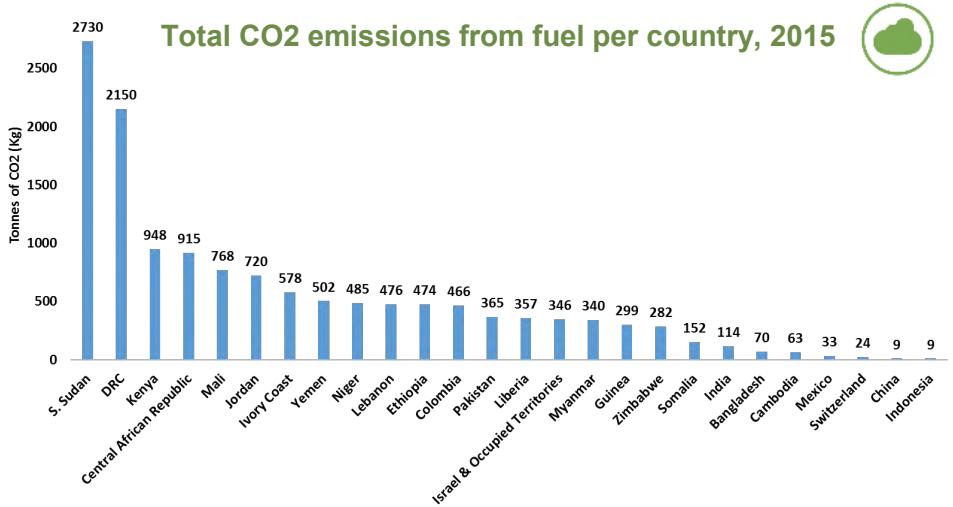
The presence of car-washing facilities or a garden, can explain a high level of water use in a given delegation. Water-use analyses are done by the sustainable development groups at delegation level.

ANNEXES

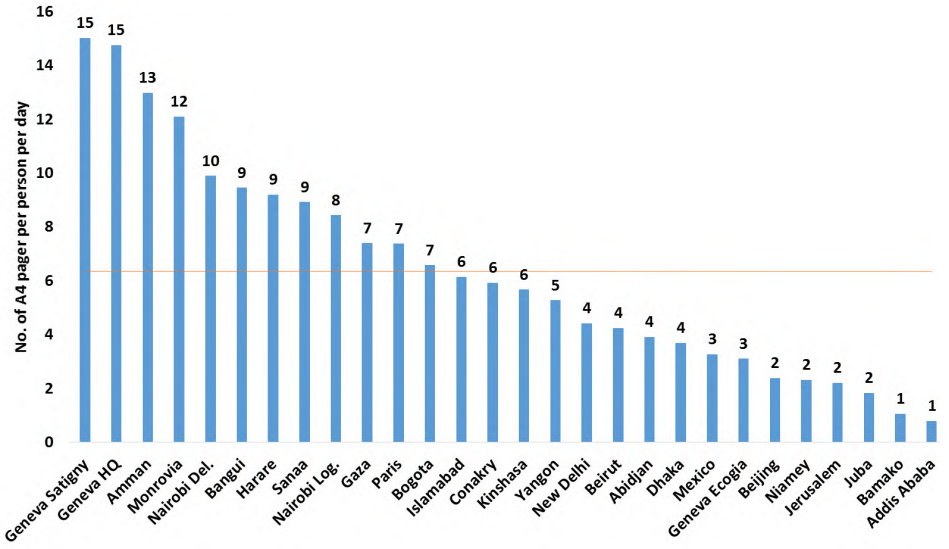
Annex 3: Waste Key Performance Indicators - 2015

Waste Management Benchmark, 2015

Total CO2 emissions from fuel per country, 2015



Total Paper Use per people per day



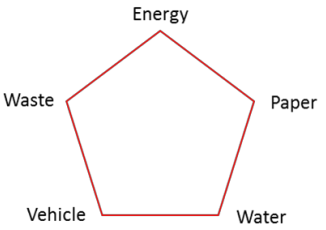
Average paper use is about 6 A4 page of paper/people/day which is an indicative value and not a Target since it changes as per number of Delegations on the chart.

The Target is provided by the PAPER AND WASTE BENCHMARK.

High paper use in some regional delegations can be explained by the hosting of seminars throughout the year.

ANNEXES

Annex 4: Delegations environmental footprints for 2015

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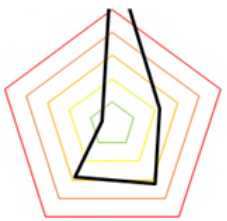
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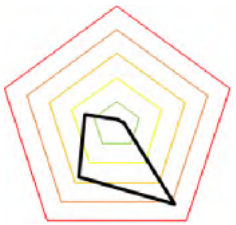
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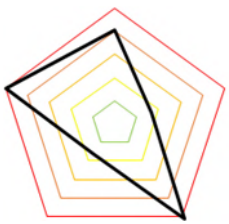
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Beirut


Bogota


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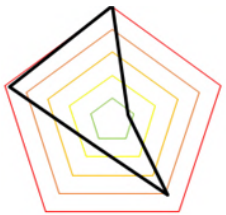
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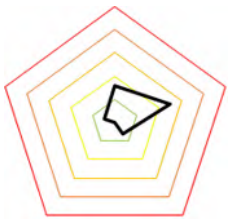
Geneva HQ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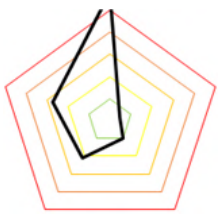
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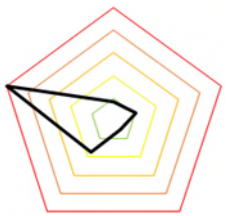
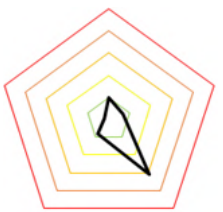

Kinshasa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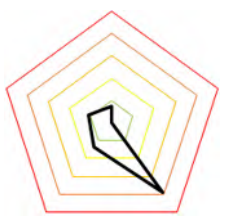
Nairobi Del.


Nairobi Logistics


New Dehli

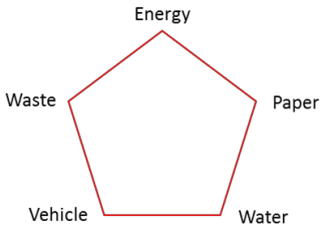

Paris

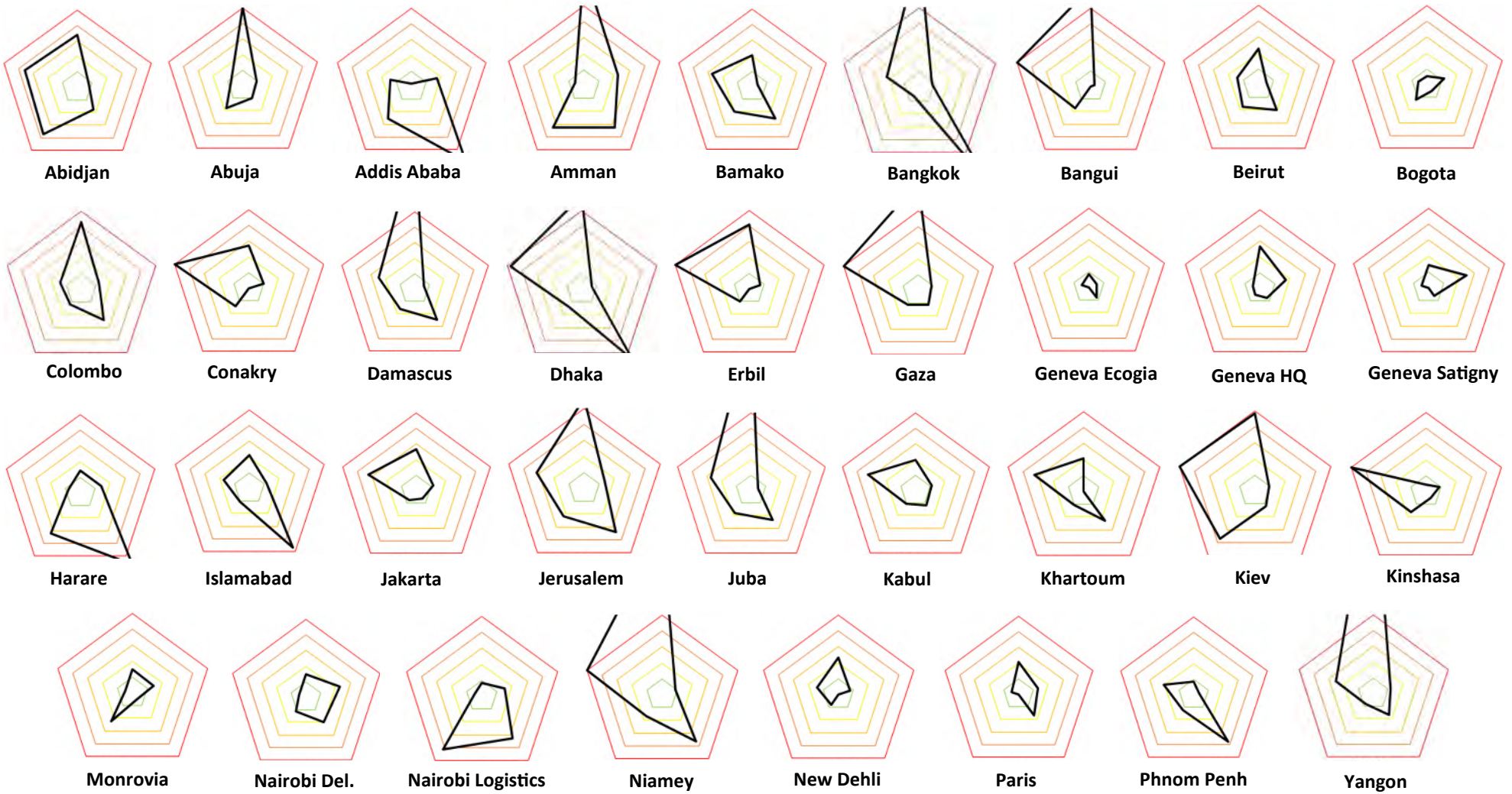

Phnom Penh


Yangon

ANNEXES

Annex 5: Delegations environmental footprints for 2016





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Nicolas Busino on the economic dimension;

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Paul Manasse for overall data management and data visualization.

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