

Progress report on the implementation of the ICRC's Plan of Action 2021-2024+ for implementing the Climate and Environment Charter for Humanitarian Organizations

Evaluation period: May 2022-December 2023
Commissioned by the ICRC Evaluation Office



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ACRONYMS

Acronym	Definition
CAA	Climate Action Accelerator
CAR	Central African Republic
CETF	Climate and Environment Transition Fund
C&E	Climate and Environment
COP	Conference of the Parties
DRC	Democratic Republic of the Congo
DRC	Danish Refugee Council
ECC	Environment and Climate Change
EIA	Environmental Impact Assessment
EODG	Executive Office of the Director General
EPFL	École Polytechnique Fédérale de Lausanne
EU	European Union
GHG	Greenhouse Gas
HCC	Humanitarian Carbon Calculator
HQ	Headquarters
ICRC	International Committee of the Red Cross
ICVA	International Council of Voluntary Agencies
IFRC	International Federation of the Red Cross
IHL	International Humanitarian Law
ILC	International Law Commission
ILOT	Israel and Occupied Territories
IRC	International Rescue Committee
LDP	International Law, Policy and Humanitarian Diplomacy
MFR	Managing for Results
MSF	Médecins Sans Frontières
NEAT	Nexus Environment Assessment Tool
NGO	Non-governmental organisation
OPS	Operations
PAM	Project and Activity Management
PES	Protection and Essential Services
PFR	Performance for Results
POA	Plan of Action
PP	Polypropylene
RCCC	Red Cross Climate Centre
RCRC	Red Cross Red Crescent
R&D	Research and Development
SDP	Sustainable Delegation Process
SSCA	Sustainable Supply Chain Alliance
SSCC	Sustainable Supply Chain Challenge
UAE	United Arab Emirates
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
WFP	World Food Program
YTD	Year to Date

EXECUTIVE SUMMARY

This report is part of the ongoing evaluation of the ICRC's Plan of Action 2021-2024+ for implementing the Climate and Environment Charter for Humanitarian Organizations (hereby PoA). It outlines progress made from 2022 until end of 2023 on each of the three pillars of the PoA and provides some reflections on the design and implementation of the PoA.

Overall, the evaluation team noted the impressive amount of work achieved in limited time with the resources available. A large number of outputs have been completed, and in some areas these appear to be contributing to early outcomes. This success appears to reflect the skills and energy of the teams who work on PoA activities. The evaluation team also noted some shortcomings in the PoA itself that make it difficult to evaluate, and – possibly – to communicate and implement.

While this report is backwards looking, and aims to consider achievements until the end of 2023 compared to the expectations laid out in the PoA, both the successes and challenges identified in this exercise may provide pointers for how further success can be achieved as the organisation moves to internalising the changes outlined in the PoA.

I. BACKGROUND TO THE PROGRESS REPORT

The International Committee of the Red Cross (ICRC) has long engaged on climate and environmental issues. Already in 1994, in response to a request by the United Nations General Assembly, the ICRC issued its first Guidelines for Military Manuals and Instructions on the Protection of the Environment in Times of Armed Conflict to assist the instruction and training of the armed forces on international humanitarian law (IHL) provisions protecting the natural environment. In 2011, the organisation produced its first Framework for Sustainable Development; in 2018, it included climate and environmental issues in its five year institutional strategy; and in 2020, it released two important publications: updated Guidelines on the Protection of the Natural Environment in Armed Conflict; Rules and recommendations relating to the protection of the natural environment under international humanitarian law and When Rain Turns to dust; Understanding and Responding to the Combined Impact of Armed Conflict and the Climate and Environment Crisis on People's Lives.

In 2020, the ICRC initiated the development of the Climate and Environment Charter for Humanitarian Organizations in collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC) and with the support of an advisory committee including experts across the climate, environmental and humanitarian fields, researchers and practitioners. The Charter, opened for adoption by humanitarian organizations in May 2021, and later also by States (as supporters), was a major attempt by the Red Cross Red Crescent Movement to support change across the humanitarian system – an approach to systemic change modelled on the perceived success of the 1994 *Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief*.

In 2022, as part of commitment seven of the Climate and Environment Charter (to “translate our commitments into time-bound targets”), the ICRC published a Plan of Action 2021-2024+ for Implementing the Climate and Environment Charter for Humanitarian Organisations.

This Plan of Action sets out the work of the organisation until 2024 and beyond around three pillars:

1. Pillar 1 Integration of climate and environmental risks into programmes
2. Pillar 2 Reducing the ICRC's environmental footprint
3. Pillar 3 Policy and legal development and engagement on climate and the environment

Commitment seven of the Climate and Environment Charter captured the expectation that signatories “rigorously measure and transparently report on the impact of [their] work on the climate and environment”. This document provides the first such report on the ICRC's work.

As work on the PoA has only been ongoing for sixteen months, this report concentrates on assessing the degree to which *activities* under the plan of action have been undertaken, and *outputs* produced. The evaluation team determined that it is too early to assess the degree to which these activities and outputs have contributed to *outcomes* or the impacts that these changes may have made on the lives of people affected by conflict.

The report is based primarily on a review of documentation, complemented by interviews with members of the teams implementing the PoA.

II. PROGRESS AGAINST OBJECTIVES

PILLAR 1 - INTEGRATION OF CLIMATE AND ENVIRONMENTAL RISKS INTO PROGRAMMES

Pillar 1 of the Plan of Action relates primarily to ICRC operations. It aims to ensure that the ICRC systematically assesses and integrates climate and environmental risk into programming.

This requires that delegations have access to reliable data about climate risks; tools that enable them to identify these data and use them in programme design (element 1); the knowledge, skills and motivation to use these data and tools (element 2).

An important element of Pillar 1 is the development of strategic partnerships, particularly in climate risks data collection and analysis that the ICRC does not handle internally. The key partner in this process is the RCRC Climate Centre, while several National Societies also contribute through their specific areas of expertise. Through its partnership with the Climate Centre, the ICRC provides delegations and headquarters with reliable data on climate risks and recommendations for integrating these into ICRC programmes. Resources from the WMO and other regional agencies are also used by the delegations in their risk analyses. Programme-specific environmental risks are based on data that is pre-generated and vetted internally by ICRC specialists to ensure relevance and applicability.

Tools and guidance for integrating climate risks, including a multidisciplinary framework for integrating climate and environmental risks, have been developed drawing on the field experiences of the ICRC. Technical instructions are regularly updated by the departments, integrating new knowledge and experience. The standard climate integration self-assessment and risk hazard mapping, as well as the environmental screening tool have been incorporated along with specific climate indicators in the ICRC's monitoring system, enabling to benchmark the level of integration by 2025 and monitor progress.

The ICRC's first Conflict and Climate Change e-learning course was developed in 2023. This course provides a basic understanding of the science behind climate change, its relevance to humanitarian contexts, and how to use the tools provided by the ICRC to address climate and environmental issues.

Overall, progress on planned outputs has been good, with major outputs produced as expected. The Plan of Action was adapted based on feedback about what was and was not working. Important parts of the process were decentralized, giving initiative to delegations and missions, and early indications show this has been effective. In several cases, while activities have been marked as 'completed' or 'ongoing,' it is unclear if they were completed as planned, as the Plan of Action did not include specific targets (e.g., the number of people trained or offices using a particular tool). Additionally, the Plan of Action lacks detail in some areas (e.g., "developing community-level data"), making it difficult to determine if the outputs met original expectations. The issue of targets and indicators for monitoring is addressed in the full evaluation and can inform the next Plan of Action.

The pillar is at a stage where the developed outputs need to be integrated into organizational processes and used across a wider range of delegations, beyond the pilot phase. Ensuring the integration and use of these tools may be more challenging than their production.

AT A GLANCE:

PLANNED	ACTION POINTS	STATUS
PILLAR 1 - INTEGRATION OF CLIMATE AND ENVIRONMENTAL RISKS INTO OUR PROGRAMMES		
1. DEVELOPMENT OF A PROGRAMMATIC FRAMEWORK TO INTEGRATE CLIMATE AND ENVIRONMENTAL RISKS		
2021	Lessons learned and development of guidance on integrating climate risks in water and habitat, and economic security programmes	Completed
2022-2024+	Development of a comprehensive programmatic framework for water and habitat, economic security, and health and protection activities, and development of appropriate tools and guidance to mitigate and address identified risks for specialist teams and/or delegations, informed by recommendations from the climate screenings of ICRC programmes	Partially completed
2021-2024+	Identification, strengthening and scaling-up of existing activities that contribute to climate change adaptation or mitigation, and development of new ones	Ongoing
2. STRENGTHENING OF CLIMATE AND ENVIRONMENT TRAINING FOR OPERATIONAL STAFF		
2021	Ad hoc training through the Red Cross Red Crescent (RCRC) Climate Centre	Completed
2022	E-learning modules on climate, the environment and humanitarian action	Ongoing with high level of completion
2022	Identification of training gaps	Ongoing
2023-2024+	Ongoing capacity-building and peer learning for ICRC leadership, technical experts and key operational partners, including National Societies	Ongoing
3. STRENGTHENING THE CAPACITY OF ICRC DELEGATIONS TO ASSESS AND MANAGE CLIMATE AND ENVIRONMENTAL RISKS		
2021	Piloting of an annual climate risk register by delegations, identifying risks faced by communities and mitigation measures (Delegation self-assessment for climate risk integration)	Completed*
2021	Development of national and regional fact sheets (by the RCRC Climate Centre)	Completed
2022-2023	Roll-out of a community-level climate risk register across all delegations as part of the ICRC's annual planning and budgeting cycle	Abandoned
2024+	Tool sharing with interested National Societies	Ongoing
2021	Piloting of environmental risk assessment tool in Iraq	Completed
2021	Defining and mapping of environmental management steps in assistance to project cycles	Completed
2022-2023	Continued piloting in selected delegations	Ongoing
2022-2023	Development of environmental risk management in the programmatic framework	Ongoing with high level of completion
2022-2023	Definition of environmental indicators	Completed
2024+	Roll-out and training including with operational partners	Planned
4. GRADUAL INTEGRATION OF CLIMATE RISKS INTO OPERATIONAL PROGRAMMES		
2021	Climate screenings of ICRC programmes in selected countries, in partnership with the RCRC Climate Centre	Completed
2022	Climate Screenings of all ICRC programmes and stress testing of selected projects, in partnership with the RCRC Climate Centre	Ongoing
2023-2024+	Implementation of the programmatic framework in field-led initiatives, informed by recommendations from climate screenings	Ongoing
2023-2024+	Monitoring of operational integration on a yearly basis	Ongoing
2021-2024+	Local, regional and global partnerships, including with the Movement, to strengthen the resilience of conflict-affected communities	Ongoing
5. ENERGY 4 PEOPLE, AN INITIATIVE TO BOOST MULTIDISCIPLINARY APPROACHES TO MEET THE ENERGY NEEDS OF PEOPLE AFFECTED BY CONFLICT OR VIOLENCE		
2021-2022	Setting-up two energy training hubs (in Nairobi and Dubai)	Completed
2022-2023	Case studies on the energy needs of people affected by conflict or violence and the ICRC's response	Completed
2022-2024+	Scaling-up of activities to meet the energy needs of people affected by conflict or violence	On-hold

PILLAR 1: INTEGRATION OF CLIMATE AND ENVIRONMENTAL RISKS INTO PROGRAMMES

<i>Activity</i>	<i>Status</i>	<i>Description and observations</i>
1: DEVELOPMENT OF A PROGRAMMATIC FRAMEWORK TO INTEGRATE CLIMATE AND ENVIRONMENTAL RISKS		
Lessons learned and development of guidance on integrating climate risks in water and habitat, and economic security programmes (2021).	<i>Completed</i>	Lessons learned were identified and tools, including guidance on climate-smart programmes have been developed and are available for the ECOSEC and WATHAB. A catalogue of good examples has been produced, and will be expanded over time. Programmes from which lessons were compiled include: Ensuring more sustainable access to water in Iraq, the Central African Republic, and Mozambique; Strengthening the resilience of people's livelihoods to climate variability in the Sahel; Forging climate modelling partnerships to inform activities in Yemen; Strengthening people's resilience to climate risks in the Gaza Strip.
Development of a comprehensive programmatic framework for water and habitat, economic security, health and protection activities, and of appropriate tools and guidance to mitigate and address risks, informed by recommendations from the climate screenings of ICRC programmes (2022-2024+).	<i>Partially completed</i>	A 'climate risks operational framework' has been developed with a focus on ECOSEC and WATHAB. In 2024, the framework will be strengthened and integrate the Health and Protection workstream, if sufficient resources are available.
Identification, strengthening and scaling-up of existing activities that contribute to climate change adaptation or mitigation, and development of new ones (2021-2024+).	<i>Ongoing</i>	Tools and operational guidance are available to all delegations, with those having climate-relevant activities receiving direct support to understand, analyse and integrate risks into programmes from the Climate Centre and ICRC specialists. ICRC's Planning for Results (PfR) mechanism shows that over 20 delegations use climate and environment indicators in their operations. While more delegations are expected to adopt climate and environment indicators, scaling up may be challenging due to the current financial situation. The strategy is for delegations to build on existing programmes or develop new ones that complement existing ones, with a particular emphasis on multidisciplinary projects conducted with partners.
2: STRENGTHENING OF CLIMATE AND ENVIRONMENT TRAINING FOR OPERATIONAL STAFF		
Ad hoc training through the Red Cross Red Crescent (RCRC) Climate Centre (2021).	<i>Completed</i>	No specific targets were identified for this activity. Some 25 trainings are planned for 2024 for various delegations, coupled with awareness sessions.
E-learning modules on climate, the environment & humanitarian action (2022).	<i>Completed</i>	The foundation e-learning course was developed in 2023 and launched in April 2024.

Identification of training gaps (2022).	<i>Ongoing</i>	There do not appear to be any documents related to formal training needs assessments. However, Climate Centre's support for trainings was initially tailored to needs and gaps identified by the teams working on PoA activities. The team recognized that awareness sessions would be required before conducting more in-depth technical trainings.
Ongoing capacity-building and peer learning for ICRC leadership, technical experts and key operational partners, including National Societies (2023-2024+).	<i>Ongoing</i>	Most activity to date has been with National Societies. Capacity building is 'ad hoc' and does not appear to be planned or implemented in a systematic way.

3: STRENGTHENING THE CAPACITY OF ICRC DELEGATIONS TO ASSESS AND MANAGE CLIMATE AND ENVIRONMENTAL RISKS

A. CLIMATE RISKS

Piloting of an annual climate risk register by delegations, identifying risks faced by communities and mitigation measures (Delegation self-assessment for climate risk integration) (2021).	<i>Completed</i>	Delegations involved in piloting found that the original Climate Risk Register tool was 'too cumbersome', both in terms of time and skills required. A new streamlined version was developed, " <u>Delegation Self-Assessment for Climate Risk Integration</u> ." Introduced in 2023, it captures information on climate risks within the operational context, outlines delegation plans, and tracks progress in integrating climate risks into programmes. It is intended to be conducted every two years to help delegations maintain a comprehensive understanding of climate risks, regularly reassess their action plans, and monitor progress towards climate risk integration.
Development of national and regional fact sheets (by RCRC Climate Centre) (2021).	<i>Completed</i>	The Climate Centre has produced several national and regional publicly <u>available</u> fact sheets (no specific targets on the number of fact sheets to be produced was set). No method for prioritising geographical areas nor for updating fact sheets has been established.
Roll-out of a community-level climate risk register across all delegations as part of the ICRC's annual planning cycle (2022-2023).	<i>Decided not to proceed</i>	The team determined that this activity was too ambitious and decided not to implement it separately. Instead, they chose to integrate it with the existing tools of departments.
Tool sharing with interested National Societies (2024+).	<i>Planned</i>	

B. ENVIRONMENTAL RISKS

Piloting of environmental risk assessment tool in Iraq (2021).	<i>Completed</i>	A testing phase using the NEAT+ tool was piloted in Iraq by ECOSEC and WATHAB, with positive feedback.
Defining and mapping of environmental management steps in assistance to project cycles (2021).	<i>Completed</i>	ICRC essential services units have agreed to put in place a systematic approach for the assessment of environmental risks. In line with this, an environmental risk assessment tool has been developed by the ECC, ECOSEC, Health and WATHAB units and is being tested. The objective is to include it in the new Project and Activity Management (PAM) tool. This

		activity, along with the risk management system that is used if the assessment suggests risks are present (below), is seen as critical to ensure compliance with donor requirements.
Continued piloting in selected delegations (following Iraq) (2022-2023).	<i>Ongoing</i>	The PAM is being piloted within WATHAB and ECOSEC in selected delegations.
Development of environmental risk management in the programmatic framework (2022-2023).	<i>Ongoing</i>	Where the environmental risk assessment tool (above) identifies a project as having a medium or high risk of negative impact on the environment, ICRC implements a predetermined process to address the risk. This process is outlined in the environmental risk management system. The ICRC is currently working on an operations management system for situations of medium risk.
Definition of environmental indicators (2022-2023).	<i>Ongoing</i>	The ICRC is adapting existing Environmental Impact Assessments for its assistance projects. This will provide the team with a basis to develop adequate organisation-specific indicators.
Roll-out and training including with operational partners (2024+).	<i>Planned</i>	

4: GRADUAL INTEGRATION OF CLIMATE RISKS INTO OPERATIONAL PROGRAMMES

Climate screenings of ICRC programmes in selected countries, in partnership with the RCRC Climate Centre (2021).	<i>Completed</i>	Climate screenings were completed for programmes in Syria, Iraq, Yemen and Israel and Occupied Territories in 2021. Climate profiles and related plans of action were produced in 2023-2024 for 20 delegations. As with a number of other activities / outputs, there was no target given for the number of selected countries who should conduct climate screenings.
Climate Screenings of all ICRC programmes and stress testing of selected projects, in partnership with the Climate Centre (2022).	<i>Partially completed</i>	To date, climate screenings were done for ECOSEC and WATHAB programmes in 22 Delegations. There are discussions internally on the way forward with stress testing of selected projects.
Implementation of the programmatic framework in field-led initiatives, informed by recommendations from climate screenings (2023-2024+).	<i>Ongoing</i>	Climate-specific indicators were used by 21 delegations in the annual planning for 2024, taking place in the second half of 2023.
Monitoring of operational integration on a yearly basis (2023-2024+)	<i>Ongoing</i>	Some general indicators to measure operational integration have been developed and are being integrated into annual planning.
Local, regional and global partnerships, including with the Movement, to strengthen the resilience of conflict-affected communities (2021-2024+).	<i>Ongoing</i>	The partnership with the Climate Centre has been core to activities under pillar 1. Partnerships with specific national Societies are under development. This activity remains Movement-oriented.

5: ENERGY 4 PEOPLE, AN INITIATIVE TO BOOST MULTIDISCIPLINARY APPROACHES TO MEET THE ENERGY NEEDS OF PEOPLE AFFECTED BY CONFLICT OR VIOLENCE

Setting-up two energy training hubs (Nairobi and Dubai) (2021-2022).	<i>Completed</i>	Two energy training hubs have been set up and a programme manager for the UAE Energy and Water hub was hired in 2021. However, due to budget cuts, the Dubai hub was closed.
Case studies on the energy needs of people affected by conflict or violence and the ICRC's response (2022-2023).	<i>Completed</i>	Several case studies were developed and shared, with the aim to raise awareness on the need to transform the way programmes consider energy use (for cooking, light, etc.), and on the fact that energy is a basic need. The positioning of this initiative under Pillar 1 and relationship to other activities within the pillar has not been entirely clear and understood.
Scaling-up of activities to meet the energy needs of people affected by conflict or violence (2022-2024+).	<i>Pending</i>	Movement on this activity is on hold pending clarity on funding and support from within the ICRC.

PILLAR 2 - REDUCING THE ICRC'S ENVIRONMENTAL FOOTPRINT

Pillar 2 relates to the ICRC's environmental impact and its aims to reduce it, both across operations as well as in all its premises . It includes considerations and activities to reduce the ICRC's carbon footprint, as well as to ensure proper waste and resources management. In reducing the organisation's carbon footprint, the ICRC has set a goal to halve its greenhouse gas (GHG) emissions by 2030 compared to 2018 levels.

Under Pillar 2, several activities aim to reduce the environmental footprint of ICRC premises (element 1), mainly through improving their energy efficiency and analysing and ensuring proper management of resources through the Sustainable Delegation Process (SDP). Additional activities relate to the ICRC undertaking an energy transition (element 2), switching away from fossil fuels to solar power and reducing the energy consumption by ICRC staff. To achieve the ambitious goal of cutting GHG emissions in half by 2030, the ICRC is aiming to decarbonise its activities (element 3). It is also working on having a more sustainable supply chain, for the ICRC and the rest of the Movement (element 4).

While Pillar 2 focuses on reducing the ICRC's own environmental footprint, some activities under this pillar also aim to set an example, prompting the rest of the humanitarian sector to reduce their footprint (elements 3 and 4), through initiatives such as the Humanitarian Carbon Calculator (HCC) and the Sustainable Supply Chain Alliance (SSCA).

Progress within this Pillar is varied, with activities under the SSCA being almost complete, while some others, such as the ones related to environmental standards and delegation work, have had to be delayed or modified. Iterative 'test and try' approaches have been used to adapt the planned activities to the different operating contexts and levels of motivation across the ICRC. Some other activities have had to be delayed because of the operating context. Overall, several activities set out under Pillar 2 have been achieved or are close to being achieved. In some cases, activities nearing completion have had to slow down or have had to be adapted owing to internal challenges. One of the main activities under this Pillar, the development of the Environmental and Decarbonisation Roadmap, built in partnership with the Climate Action Accelerator (CAA), will ensure that most activities under Pillar 2 can carry through beyond 2024. Support and adequate funding for the solutions included in the roadmap will remain crucial to ensure the continuity of the Pillar's activities beyond the PoA.

AT A GLANCE:

PLANNED	ACTION POINTS	STATUS
PILLAR 2 - REDUCING THE ICRC'S ENVIRONMENTAL FOOTPRINT		
1. REDUCTION OF THE ENVIRONMENTAL IMPACT OF ICRC PREMISES		
2021	Strengthening of the Sustainable Delegation Process, which monitors delegations' environmental impacts and supports action plans to reduce them (data integrity)	Completed*
2022	Strengthening of the Sustainable Delegation Process (action planning)	Ongoing with high level of completion
2023-2024+	Implementation of the Sustainable Delegation Process	Ongoing
2022-2024+	Development and implementation of cross-cutting environmental standards	Ongoing*
2. ENERGY TRANSITION		
2021	Staff energy survey	Completed
2021	Business case for the highest fuelconsuming sites in seven countries	Ongoing with high level of completion
2022	Piloting of staff-centred activities tailored to the energy survey	On-hold
2022	Development of the energy efficiency business case and standards	On-hold
2023-2024+	Roll-out of staff-centred activities tailored to the energy survey	Ongoing*
2023-2024+	Implementation of the energy efficiency business case and standards	Ongoing*
2022-2024+	Installation of solar power systems at the highest fuel-consuming sites in seven countries	Ongoing with high level of completion
2022-2024+	Installation of solar power systems at other premises on an ad hoc basis	Ongoing
3. DECARBONIZATION OF ICRC OPERATIONS AND ACTIVITIES		
2021	Development of a carbon accounting tool	Completed
2021	Partnership with the Climate Action Accelerator	Completed
2022-2023	Development of the ICRC's environmental and decarbonization roadmap	Completed
2023-2024+	Implementation of the environmental and decarbonization roadmap	Ongoing
4. SUSTAINABLE SUPPLY CHAIN ALLIANCE, WORKING TO FURTHER EMBED SUSTAINABILITY INTO ALL ASPECTS OF HUMANITARIAN LOGISTICS, INCLUDING FLEET AND PROCUREMENT, FOR THE ICRC AND THE MOVEMENT		
2022	Launch of the Sustainable Supply Chain Challenge	Completed
2023	Finalization of the Sustainable Supply Chain Challenge initiatives and knowledge sharing	Completed
2021-2024+	Redesign of tarpaulin and woven polypropylene bags	Ongoing with high level of completion
2021	Development of specifications for a carbon accounting tool for the humanitarian sector	Completed
2022	Development and piloting of the carbon accounting tool for the humanitarian sector	Completed
2023-2024+	Dissemination of the carbon accounting tool for the humanitarian sector	Completed
2021	Development of sustainable procurement requirements for ten key items	Completed
2022	Strengthening of the "quality, social and environmental" approach in procurement	Ongoing with high level of completion
2022	Strengthening of the ICRC purchasing team to increase sustainable procurement	Ongoing with high level of completion
2022	Review of the mostpurchased items per category from a sustainability risks perspective	Ongoing with high level of completion
2023	Development and implementation of a standard operating procedure to reduce sustainability risks	Ongoing with high level of completion
2021	Transition to a sustainable fleet (optimization and garage waste management)	Completed
2022-2023	Transition to sustainable freight and air operations (AirOps)	On-hold*

PILLAR 2: REDUCING THE ICRC'S ENVIRONMENTAL FOOTPRINT

Activity	Status	Description and observations
Strengthening of the Sustainable Delegation Process, which monitors delegations' environmental impacts and supports action plans to reduce them (data integrity) (2021).	<i>Completed</i>	This activity focussed on improving data input and producing dashboards at the delegation level containing information on energy and resources consumption. In total, 60 % of sites (124 sites) have a dashboard for 2022 made by the Nairobi ECC team and data input methods have been improved.
1: REDUCTION OF THE ENVIRONMENTAL IMPACT OF ICRC PREMISES		
Strengthening of the Sustainable Delegation Process (action planning) (2022).	<i>Ongoing</i>	38 sites in 28 delegations have developed some form of an action plan from the information given in the dashboards. In parallel, guidelines for delegations to interpret their dashboards and develop an action plan have been produced.
Implementation of the Sustainable Delegation Process (2023-2024+).	<i>Ongoing</i>	This activity entails the implementation of the action plans (see above). The evaluation showed that some actions are taking place, although these are reliant on voluntary 'green teams' within delegations. Actions are also challenging to monitor as there are a high number of sites within the ICRC and no reporting mechanism in place to allow centralised analysis.
Development and implementation of cross-cutting environmental standards (2022-2024+).	<i>Ongoing</i>	This activity consists of having cross-cutting environmental standards for ICRC premises with regard to energy consumption as well as other resources and waste management. However, in the current financial circumstances the imposition of mandatory standards is difficult. For the time being, four sets of guidelines on energy efficiency have been produced (LED lighting guidance; Energy-efficient air conditioning guidance; Solar water heating systems guidance; Behavioural change guidance note) and are being promoted in the premises as well as included in budget instructions to Delegations from Geneva since 2023 in order to encourage them to implement the guidelines on a voluntary basis.
2: ENERGY TRANSITION		
Staff energy survey (2021).	<i>Completed</i>	The ICRC and academics from two universities conducted a study among ICRC field and headquarters staff in June and July 2021 to better understand their views and behaviours toward the environment, as well as their understanding of energy consumption.
Piloting of staff-centred activities tailored to the energy survey (2022) & Roll-out of staff-centred activities tailored to the energy survey (2023-2024+).	<i>On hold</i>	The plan under the PoA was to follow up from the survey, by piloting and rolling-out some activities based on findings around behaviour science. This action has been put on hold.

Business case for the highest fuel consuming sites in seven countries (2021).	<i>Ongoing</i>	Feasibility studies were carried out for 34 sites in 6 countries (Nigeria, South Sudan, DRC, CAR, Iraq and Afghanistan). Additional feasibility studies have been done in DRC (Goma – 4 sites, Bukavu – 2 sites, Kinshasa - 3 sites), CAR (Bangui – 3 sites and Kaga Bandoro – a compound and residences) and Iraq (Bagdad - 3 sites, and Erbil - 2 sites). There are a total of 279 sites in the seven identified countries: no target was set for the total number of sites where business cases would be developed.
Development of the energy efficiency business case and standards (2022) & Implementation of the energy efficiency business case and standards (2023-2024+).	<i>Ongoing</i>	This activity is related to the development of minimum environmental standards for premises (see activity in element 1). The business cases aim to support the introduction of the standards by identifying the return on investment. The team in Nairobi is working on a self-assessment tool for sites to calculate their own estimation of return on investment on some of the activities recommended and is finalising an energy self-assessment tool which can be used by smaller ICRC sites.
Installation of solar power systems at the highest fuel-consuming sites in seven countries (2022-2024+).	<i>Ongoing</i>	A tendering process for solar installation contractors was launched in Nigeria, South Sudan and Afghanistan. The process has been completed for two premises in Nigeria. In South Sudan, in addition to the solar projects, the Climate and Environment Transition Fund is paying to replace old air conditioning units with more energy-efficient ones. Solar power installation activities are expected to continue in all seven highest fuel consuming countries.
Installation of solar power systems at other premises on an ad hoc basis (2022-2024+).	<i>Ongoing</i>	This activity is ongoing. The Climate and Environment Transition Fund covered the cost of solar system installations in Damascus in Syria, and the cost of the feasibility study for a solar farm in Amman in Jordan.

3: DECARBONIZATION OF ICRC OPERATIONS AND ACTIVITIES

Development of a carbon accounting tool (2021).	<i>Completed</i>	The ICRC has been using its own internal carbon calculator tool since 2018. It has also developed the Humanitarian Carbon Calculator (HCC) for the wider humanitarian community
Partnership with the Climate Action Accelerator (2021).	<i>Ongoing.</i>	A partnership was established with the Climate Action Accelerator in 2021 to collaborate on the development and implementation of a roadmap consistent with the adopted target of halving the ICRC's emissions by 2030 (activity below) and to contribute to a community of practice with other actors. It also includes activities focused on developing guidance for carbon calculations to reassess baseline and work with the HCC. This 'partnership' activity being process focused is unusual in the PoA, since it is related to building relationships and technical expertise, and thus has multiple and flexible deliverables captured in the yearly work plan.
Adoption of the ICRC's environmental and decarbonization roadmap (2022-2023).	<i>Completed</i>	The ICRC's environmental and decarbonization roadmap was completed in April 2024. The development of the ICRC's Environmental Roadmap is based on core principles of institutional

		responsibility, reference to credible international standards, science-based targets, and transparency. The collaborative development of the roadmap process identified 21 solutions that – if implemented – will reduce the carbon footprint of the ICRC by 45% by 2030.
Implementation of the environmental and decarbonization roadmap (2023-2024+).	<i>Ongoing.</i>	This activity relates to the implementation of the solutions identified within the roadmap. Some are already being worked on, and the others are planned to be implemented.
4: SUSTAINABLE SUPPLY CHAIN ALLIANCE, WORKING TO FURTHER EMBED SUSTAINABILITY INTO ALL ASPECTS OF HUMANITARIAN LOGISTICS, INCLUDING FLEET AND PROCUREMENT, FOR THE ICRC AND THE MOVEMENT		
Launch of the Sustainable Supply Chain Challenge (2022).	<i>Completed</i>	To encourage thinking about sustainable solutions within the Red Cross and Red Crescent community, the ICRC and the IFRC launched the Sustainable Supply Chain Challenge in January 2021. More than 213 submissions for making the Red Cross and Red Crescent supply chain more sustainable were received from 33 different countries. Three ideas stood out, earned project development support and were finalised: Solar-powered mobile child friendly space (Turkish RC); Using data and friendly competition to reduce overall waste in the warehouses and office (Myanmar RC); Producing boxes made of bamboo and banana leaf (Nepal RC).
Finalization of the Sustainable Supply Chain Challenge initiatives and knowledge sharing (2023).	<i>Completed</i>	Three solutions were selected, financed and finalized under the SSCC (see above). Briefs to disseminate the work are being developed.
Redesign of tarpaulin and woven polypropylene bags (2021-2024+).	<i>Ongoing</i>	Since 2021, the ICRC, the IFRC and UNHCR have been working together to design a new tarpaulin with a reduced environmental impact. The project, including the laboratory and field test, has been finalized, with new specifications that reduce by 14% the plastic used and double its strength (see Sustainable procurement - ICRC Logistics ICRC Logistics).
Development of specifications for a carbon accounting tool for the humanitarian sector (2021).	<i>Completed</i>	Specifications were developed collaboratively through consultations with over a hundred humanitarian actors.
Development and piloting of the carbon accounting tool for the humanitarian sector (2022)	<i>Ongoing</i>	In line with the above, the tool has been developed and piloted by more than 10 humanitarian organisations. The HCC has also been translated into French.
Dissemination of the carbon accounting tool for the humanitarian sector (2023-2024+).	<i>Completed</i>	The HCC was launched and feedback sought. A second version, the “HCC +30” has been developed and piloted between 2023 and 2024. The CAA will take over the project and aims to secure financial support. In a satisfaction survey carried out for the mid-term review of the SSCA, 73 % of respondents rated the HCC as one of the top SSCA outputs.

Development of sustainable procurement requirements for ten key items (2021).	<i>Completed</i>	Sustainable procurement requirements for 14 key items have been produced and a review of potential improvements was carried out. Some items, such as the new solar lamps that use half the plastic, have been finalised.
Strengthening of the “quality, social and environmental” approach in procurement (2022) & strengthening of the ICRC purchasing team to increase sustainable procurement (2022).	<i>Ongoing</i>	Sustainable procurement guidelines and a table of information with risk and sustainability specifications have been produced for more than 40 items and categories of items. A supplier Code of Conduct has also been developed to integrate sustainable practices within the suppliers' practices. Webinars were organized to share methodologies, learnings and outputs. 237 audits were carried out in 2023 for “critical suppliers” which are defined based on Quality, Social and Environmental risk based-thinking. This approach has been shared with other humanitarian organizations and followed by IOM, MSF, UNHCR, and UNICEF.
Review of the most purchased items per category from a sustainability risks perspective (2022) & development and implementation of a standard operating procedure to reduce sustainability risks (2023).	<i>Complete</i>	The ICRC has reviewed the full list of purchase products. A shortlist of items with the higher risk impacts (some 200 products) has been established, along with solutions to mitigate risks through procurement and operations.
Transition to a sustainable fleet (optimization and garage waste management) (2021).	<i>Completed</i>	This activity relates to outputs – tools, guidelines and monitoring systems – rather than a full fleet transition. A majority of envisioned activities were completed: standard operating procedures (SOPs) for workshop waste management; a monitoring system for fleet optimisation and good practices to improve environmental performance of air operations have been developed; as well as a sustainable Fleet e-training (completed by more than 1,200 people).
Transition to sustainable freight and air operations (AirOps) (2022-2023).	<i>On hold</i>	Different initiatives have been implemented to enhance the sustainability of freight, such as the consolidation of shipment, the development of a waste management protocol and of software to control the load factor on planes. At the end of 2023, four countries piloted the Airops sustainability policy.
Additional activities.	<i>Ongoing</i>	Additional activities are being carried out under the umbrella of the SSCA that were not included within the original PoA, notably work on warehouse management, palm oil procurement, e-waste and dangerous goods.

PILLAR 3 - POLICY AND LEGAL DEVELOPMENT AND ENGAGEMENT ON CLIMATE AND THE ENVIRONMENT

This pillar is outward facing, aiming to catalyse changes in the international system around three axes: ensuring humanitarian activities take greater account of climate and environmental risks; increasing climate action and finance in conflict-affected states; and ensuring greater adherence to rules of international humanitarian law that protect the environment by parties to armed conflicts. All of these activities aim, in turn, to improve the situation for people in conflict-affected countries confronting the overlapping challenges of conflict, climate stress and environmental degradation.

Bringing about systemic change can take many years, and attribution of change to any specific activity can be difficult. As with elements of the other pillars, it is difficult to monitor outputs against original targets, as the PoA includes few details on specific activities, outputs, or targets.

Nevertheless, progress on this pillar appears to have been significant, and there are already some emerging outcomes. This is partly because activities under this pillar advance themes and streams of work which the ICRC has been addressing for some time already. It also reflects the fact that the team – and the ICRC as an organisation – have significant experience in creating change through advocacy on humanitarian policy and international humanitarian law: unlike the work in the other two pillars, the techniques required to catalyse change in these areas are well understood. This is reflected in the approach that the team has taken: identifying clear advocacy targets and focusing activities and limited resources on these, and developing and refining activities based on reflection and observation of what is working, and where gaps appear.

Similar to other pillars, much of the work in pillar three is based on partnerships with other organisations. Developing and maintaining these partnerships, and raising funds, do not appear in the PoA, but are significant activities in terms of time and importance.

AT A GLANCE:

PLANNED	ACTION POINTS	STATUS
PILLAR 3 - POLICY AND LEGAL DEVELOPMENT AND ENGAGEMENT ON CLIMATE AND THE ENVIRONMENT		
1. DEVELOPMENT AND PROMOTION OF THE CLIMATE AND ENVIRONMENT CHARTER FOR HUMANITARIAN ORGANIZATIONS		
2021	Development, adoption, and promotion of the Charter, in partnership with the International Federation of Red Cross and Red Crescent Societies (IFRC)	Completed
2022-2024+	Co-development of guidance with the IFRC and the International Council of Voluntary Agencies (ICVA)	Ongoing
2022-2024+	Support to signatories and promotion of the Charter	Ongoing
2. STRENGTHENING OF CLIMATE ACTION AND FINANCE IN COUNTRIES AFFECTED BY CONFLICT AND OTHER VIOLENCE		
2022-2024+	Continued bilateral and multilateral engagement with development, humanitarian, climate and research bodies to explore avenues to strengthen climate action and finance in these settings, including by co-convening a group of multilateral development banks, humanitarian agencies and researchers along with the World Bank, and public communication in order to raise awareness of the consequences of converging climate risks and conflict/ violence	Ongoing
2021	Co-convening of an expert round table on climate finance	Completed
2022	Publication of a policy report on unlocking climate finance, in partnership with key organisations.	Completed
2022-2023	Case studies on responses that strengthen people's resilience in conflict settings	Completed
3. STRENGTHENING OF RESPECT FOR IHL PROTECTING THE NATURAL ENVIRONMENT DURING ARMED CONFLICT		
2021	Promotion of the ICRC Guidelines on the Protection of the Natural Environment in Armed Conflict (2020)	Completed
2021	Co-hosting of a blog series on war, law and the environment	Completed
2022-2023	Co-convening of a state expert meeting on IHL and the protection of the natural environment	Completed
2022	Publication of a legal factsheet on the national implementation of key protections	Ongoing*
2023	Symposium in the International Review of the Red Cross on international law and the environment in conflict	Completed
2024+	Integration of protection of the environment in IHL programmes at leading academic institutions	Ongoing
2021-2024+	Continued efforts to strengthen awareness, understanding and implementation of IHL protecting the environment among states and parties to conflict through bilateral and multilateral engagement, publications, and legal tools.	Ongoing

PILLAR 3 - POLICY AND LEGAL DEVELOPMENT AND ENGAGEMENT ON CLIMATE AND THE ENVIRONMENT

1: DEVELOPMENT AND PROMOTION OF THE CLIMATE AND ENVIRONMENT CHARTER FOR HUMANITARIAN ORGANIZATIONS

Development, adoption, and promotion of the Charter, in partnership with the International Federation of Red Cross and Red Crescent Societies (IFRC) (2021).	<i>Completed</i>	The Climate and Environment Charter, developed with the IFRC and in consultation with the humanitarian sector, was launched in 2021. There was an informal target to achieve 100 signatories in the first year. By June 2022, nearly 300 organizations had signed, ranging from international NGOs, local and national NGOs in over 80 countries, UN agencies, and over 115 RCRC National Societies. By the end of 2023, there were more than 380 signatories, of whom 46 have shared targets (signatories are meant to identify targets relevant to their organisation in their first year of adoption). While the charter was originally envisaged as a tool for humanitarian organisations, twelve donors have also signed as supporters. Although the activity has been 'completed', activities to promote adoption and implementation are ongoing, including successful efforts to set-up a Secretariat to service the Charter (hosted by ICVA).
Co-development of guidance with the IFRC and the International Council of Voluntary Agencies (ICVA) (2022-2024+).	<i>Ongoing</i>	Preliminary guidance has been developed, and key resources shared on the website. This includes guidance created under other areas of the PoA, such as the Humanitarian Carbon Calculator and country fact sheets. There may be room to share more guidance, particularly that developed under pillar 1. Beyond this, additional guidance materials have not been developed. However, a survey on support needs was conducted, and a mapping to identify existing expertise was completed with the support of the European Union.
Support to signatories and promotion of the Charter (2022-2024+).	<i>Ongoing</i>	The ICRC has collaborated with ICVA to provide some support through a series of webinars, and the ICRC PoA has been translated in four languages providing other organisations with an example of translating the Charter into action. However, the survey noted above identifies a wide range of support needs that are not met, largely as a result of lack of funding. More support became available in 2024 through the establishment of an independent secretariat, with support from USAID and the European Union.

2: STRENGTHENING OF CLIMATE ACTION AND FINANCE IN COUNTRIES AFFECTED BY CONFLICT AND OTHER VIOLENCE

Continued bilateral and multilateral engagement with development, humanitarian, climate and research bodies to explore avenues to strengthen climate action and finance in these settings, including by co-convening a group of multilateral development banks,	<i>Ongoing</i>	The ICRC has taken part in a significant number of bilateral and multilateral engagements. Continuing requests for ICRC contribution to events suggests that the organisation's expertise in this area is valued. To make the best use of scarce resources, the ICRC has been strategic in the events in which it participates, involving itself particularly in those organised by actors who have influence in the areas where they wish to see policy changes.
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humanitarian agencies and researchers along with the World Bank, and public communication to raise awareness of the consequences of converging climate risks and conflict/ violence (2022-2024+).		
Co-convening of an expert roundtable on climate finance (2021)	<i>Completed</i>	The original target was for one roundtable and subsequent discussions. The ICRC has co-organised two roundtables (in 2021 and 2023) and co-produced outcome documents for each.
Publication of a policy report on unlocking climate finance, in partnership with key organisations (2022).	<i>Completed</i>	Based on a collaborative exercise, the ICRC with ODI, ICVA, Mercy Corps, RCCC, UNHCR, WFP published in 2022 a policy brief, “ <i>Embracing Discomfort: A Call to Enable Finance for Climate-Change Adaptation in Conflict Settings</i> ”. The report became the basis for the second of the two roundtable events.
Case studies on responses that strengthen people's resilience in conflict settings (2022-2023)	<i>Completed</i>	A report presenting three case studies, <i>Weathering the Storm</i> , was published ahead of COP28.

3: STRENGTHENING OF RESPECT FOR IHL PROTECTING THE NATURAL ENVIRONMENT DURING ARMED CONFLICT

Promotion of the ICRC Guidelines on the Protection of the Natural Environment in Armed Conflict (2021).	<i>Completed</i>	Since 2021, the ICRC took part in more than 60 events, with the objective of promoting the guidelines with partners, in particular governments and militaries.
Co-hosting of a blog series on war, law and the environment (2021).	<i>Completed</i>	The ICRC launched a blog series on thematic areas and with different state officials and civil society engagement. In total, 10 blogs (9 in 2021, 1 in 2022) were published. Various actors and organisations contributed, including two blogs by ICRC legal advisers.
Co-convening of a state expert meeting on IHL and the protection of the natural environment (2022-2023).	<i>Completed</i>	In 2023, the ICRC and Switzerland convened States to discuss the impact of armed conflicts on the environment, and the related impact on civilian lives and livelihoods. The event assembled over 120 participating countries. The meeting identified good practices that can be grouped in three broad topics – IHL dissemination and implementation; assessing effects of military operations on the environment; and protection of areas of particular environmental importance or fragility. The Chair’s Summary Report of the meeting was published in six languages.
Publication of a legal factsheet on the national implementation of key protections (2022).	<i>Ongoing (delayed)</i>	This publication is under development and will be published in 2024-2025.
Symposium in the International Review of the Red Cross on international law and the environment in conflict (2023).	<i>Completed</i>	A peer-reviewed edition of the International Review of the Red Cross on “ <i>Protecting the Environment in Armed Conflict</i> ” was published in December 2023, featuring 27 articles examining how the existing international legal framework protects the environment in war. The edition was launched at a public event featuring a discussion among authors, with 380 attendees.

<p>Integration of protection of the environment in IHL programmes at leading academic institutions (2024+).</p>	<p><i>Ongoing</i></p>	<p>The ‘Protection of the Natural Environment’ ICRC Academic Strategy and a pilot teaching outline (to make the case that environment should be included in university IHL programmes) have been finalised. Roll-out to priority academic champions is ongoing in multiple regions.</p>
<p>Continued efforts to strengthen awareness, understanding and implementation of IHL protecting the environment among states and parties to conflict through bilateral and multilateral engagement, publications, and legal tools (2021-2024+).</p>	<p><i>Ongoing</i></p>	<p>Ongoing efforts with states and parties resulted in some positive changes. Statistics on the Customary IHL database showed a substantial increase in engagement of Rule 45 (causing serious damage to the natural environment). In 2021, it jumped to the 41st most consulted rule (it was not among the top 56 in 2020). By 2022, it was the 21st most consulted rule. The publication of the updated ICRC Guidelines in 2020 and ongoing discussions on the UN ILC Principles on protection of the environment in relation to armed conflicts, along with the PoA, could have contributed to this. Similarly, the engagement with states resulted in some concrete results; for example, with at least one State featuring improved legal protection of the environment in its military manual.</p>

THE CLIMATE AND ENVIRONMENT TRANSITION FUND

YEAR PLANNED	ACTION POINTS	STATUS
CLIMATE AND ENVIRONMENT TRANSITION FUND		
TRACK 1 - CLIMATE-SMART OPERATIONS		
2023+	Partnership with the Red Cross Red Crescent Climate Centre	Completed
2023+	First field-based initiative	Ongoing
2023+	Climate and Environmental risk integration programmatic framework	Partially completed
TRACK 2 - A GREENER ICRC		
2022+	Preliminary studies (e.g. energy assessments and audits, technical specifications, etc.)	Ongoing
2022+	Purchasing and installing devices and equipment (e.g. monitoring devices, solar panels, power transformers, etc.)	Ongoing
2022+	Establishing essential administrative services, human resources and technical capabilities to support selected initiatives	Ongoing
2023+	ICRC Environmental and Decarbonization roadmap	Ongoing

The Climate and Environment Transition Fund is an important enabler for implementing the PoA. This multi-year fund was designed to be funded by a mix of grants from public, private, and philanthropic sources-

The CETF is built around 2 core aims:

- **To support the integration of climate and environmental risks into activities (Pillar 1)**, notably through financial support for selected field-based initiatives, the partnership with the Red Cross Red Crescent Climate Centre, and the finalization of the Climate and Environmental risk integration programmatic framework.
- **To support the decarbonization of ICRC premises (Pillar 2)** notably through: funding the partnership with the Climate Action Accelerator; preliminary studies (e.g., energy assessments and audits, technical specifications, etc.); solarization projects in top seven fuel-consuming ICRC delegations, including purchasing and installing devices and equipment; the establishment of the Electricity and Energy Centre of Expertise which leads the implementation of solarization and energy efficiency projects in the ICRC delegations.

In total, the CETF mobilized 3.1million CHF in additional and multi-year funding from governments and private donors. This has contributed to the achievement of key steps of the PoA, as it has enabled the development of tools, while strengthening internal capacities and partnerships with key organizations such as the Red Cross Red Crescent Climate Centre.

REFLECTIONS ON FINDINGS

The Plan of Action (PoA) is extremely ambitious, demonstrating an intent to make significant behavioural and procedural changes across the ICRC's missions and delegations, within key ICRC functions such as procurement and supply chain, and in the wider humanitarian and international systems.

The activities contained in the PoA appear to be necessary for the achievement of these changes, but the plan itself, when viewed by external actors, can be challenging to interpret. In particular:

- It is not always clear how the different outputs and processes contained in the PoA relate to each another, and in some cases the same (or similar) activities appear to occur twice.
- It is not always clear how the activities and outputs created in the plan are meant to induce change to processes and behaviours. The plan focuses to a large extent on the production of tools and guidance, but - although there are some elements of awareness raising and training, and of integration of standards into existing ICRC procedures - it is not always clear how uptake of these tools and guidance is to be achieved.
- In many cases, the PoA did not set targets or expectations, making it difficult to evaluate the degree to which activities/outputs have been completed as envisaged or required. Nor were comprehensive monitoring mechanisms envisaged or developed under the PoA.
- Process related activities – such as the development and maintenance of partnerships, or fundraising activities – which can be extremely time consuming, were not explicitly addressed in the PoA and have been ‘rolled into’ other elements of the PoA. This may have contributed to an underestimation of the time required for these activities.

Nevertheless, the teams working on the PoA appear to have been successful in producing a wide variety of outputs, and in many cases, these outputs already appear to be contributing to results. The success of the team to date appear to reflect:

- High levels of commitment and skill on the part of team members.
- The understanding of a need for a systematic approach to change – working at several levels, and in different parts of the organisation, at the same time.
- An iterative and adaptive approach, whereby the team builds on successes and adjusts activities to take account of results and opportunities.
- Identification of priorities, and focusing resources on these priority areas.
- A recognition of the importance of partnership, and of changing the environment as a route to incentivising change in the organisation.

Moving forward, there is scope to build on these approaches to further accelerate progress around the ICRC's climate and environment ambitions. There will be challenges, however, in doing so. In many areas, the PoA has reached the point where the basic tools, guidance and standards have been created, and now need to be incorporated into the organisation's day-to-day business. This transition – from creating outputs to supporting outcomes – is always difficult in change processes. This may especially be the case in light of financial challenges in 2023, and a lack of clarity beyond the C&E team on how the work on climate and environment supports and intersects with the ICRC's regular protection and assistance activities.

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