MEDECINS SANS FRONTIERES
ARTSEN ZONDER GRENZEN

ENVIRONMENTAL IMPACT **ROADMAP**

2030 Vision: A Transformational Reduction of MSF OCA's Footprint

Médecins Sans Frontières
Operational Center Amsterdam

September 2023

© Asim Hafeez for MSF. MSF Pakistan's emergency teams in Sanghar district.

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OCA ENVIRONMENTAL IMPACT **ROADMAP**

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Forward from MSF OCA Management Team (MT)

The environmental crisis is profoundly compromising the health and wellbeing of people everywhere, exacerbating existing vulnerabilities and posing dire challenges to access of care. Climate change, driven in part by the millions of tonnes of carbon emitted into the atmosphere, affects global food production, air and water quality, disease exposure, and the habitability of our communities. The repercussions extend beyond climate change, encompassing dwindling biodiversity, limited arable land, water scarcity, pollution, and shifting biogeochemical cycles, all of which are already affecting global health and are projected to drive the majority of disease burdens in the coming century, disproportionately affecting vulnerable populations.

We understand that these transformations in the Earth's ecosystems will increasingly test our operational capabilities. They give rise to significant health and humanitarian consequences, including emerging and re-emerging infectious and non-communicable diseases, malnutrition, mental health issues, displacement, and conflicts. Our perception of health now encompasses not only the absence of illness, but also ecological determinants influenced by political, economic, and social factors. Addressing these challenges necessitates extensive interdisciplinary and international collaboration to safeguard our well-being.

As we navigate this "period of consequences," the imperative to address our own environmental impact cannot be ignored any longer. Guided by the Do No Harm principle, MSF OCA bears a social responsibility to reassess our organizational structure and ecological footprint management.

Driven by the MSF movement-wide ambition of halving our carbon footprint by 2030 compared to 2019 levels, MSF OCA has undertaken a baseline measurement to understand the environmental impact of our operations and identify those areas where we can significantly reduce our footprint, while maintaining the same level of care quality and safety. All of this must be accomplished while advancing other transformative projects, including our heightened commitment to patients' rights and the enhancement of human resource policies to promote diversity, non-discrimination, equitable compensation, and the prevention and treatment of abuse.

It is important to acknowledge that embarking on the environmental transition represents uncharted territory. Consequently, our objectives are based on assumptions, estimates, and projections that will require continual review, refinement, and recalibration. Nonetheless, our course is set, and our commitment to delivering medical assistance and quality care with minimal environmental impact is now an intrinsic facet of our operations and our pursuit of "providing better care."

Vickie Hawkins
Interim General Director, MSF OCA

Liz Root
Acting Resources Director, MSF OCA

Christian Katzer
General Director, MSF Berlin

Introduction

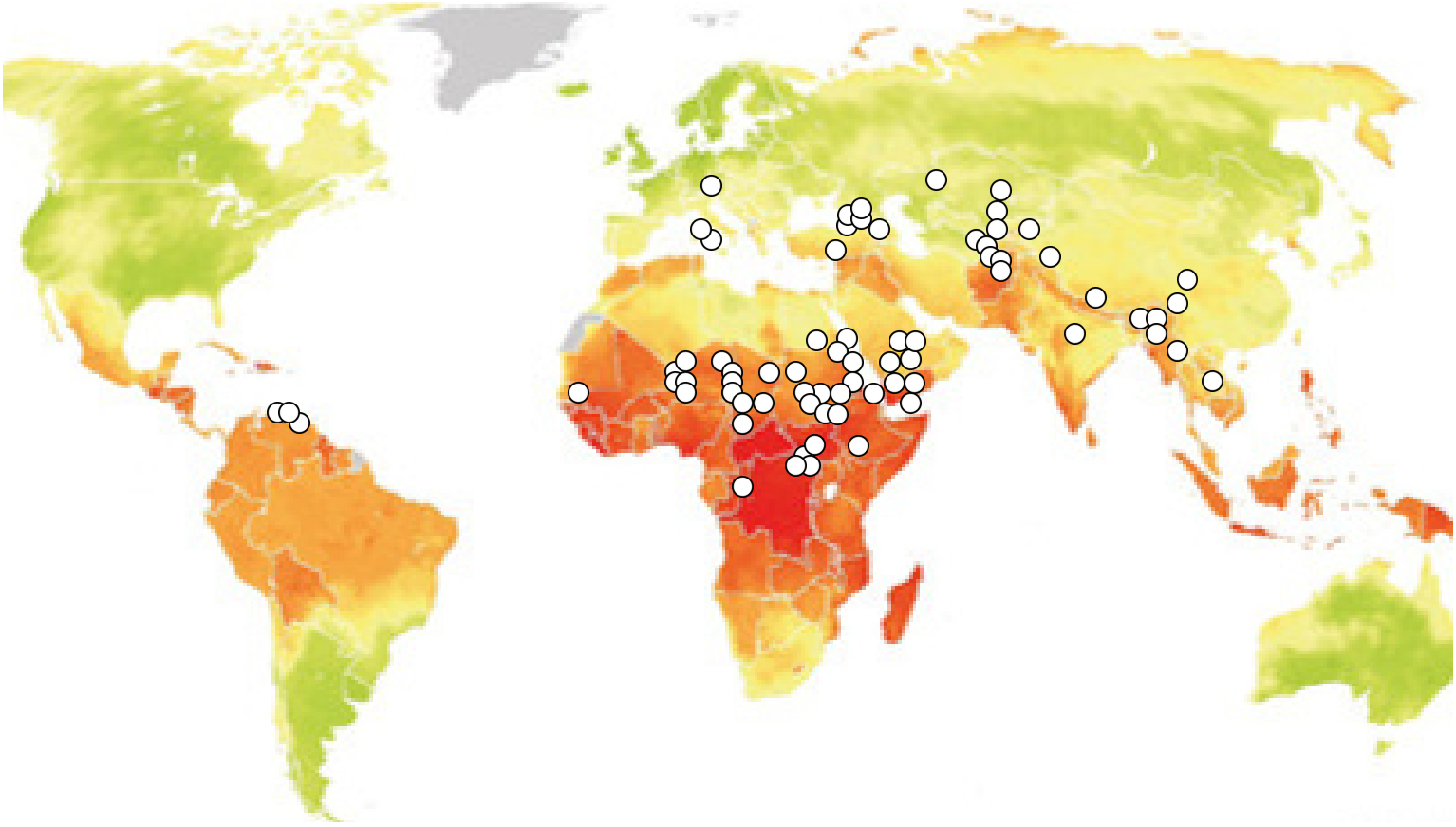
Committed to higher standards of environmental responsibility

The negative health consequences of the climate crisis disproportionately affect people living in precarious situations, causing population displacement and escalating conflicts over natural resources. MSF OCA's programmes are increasingly seeing the effects of this crisis.

As part of the Strategic Plan (2020-2025), MSF OCA recognises its responsibility for responding to climate change and to act to reduce MSF's environmental impact. We will ensure our operational approaches are adapted to take account of their impact on the environment and contribute to movement-wide initiatives that seek to influence global policy change.

> *MSF OCA must take on our share of the responsibility for responding to climate change. We will commit to higher standards of environmental responsibility and sustainability, individually and within the physical space of all MSF OCA offices and those of our partners. In our missions, and in the spirit of the Do No Harm principle, MSF OCA recognises its responsibility to act to reduce MSF's environmental impact and we will encourage sustainable and environmentally responsible initiatives within MSF medical humanitarian programming in the future.*
>
> - MSF OCA Strategic Plan 2020-2025

MSF OCA projects in climate-vulnerable countries



MSF OCA projects and climate vulnerability: *MSF OCA operational presence 2023*
The map above, provided by Verisk Maplecroft, portrays MSF OCA project sites within climate-vulnerable nations. The white circles denote project locations, and the intensity of color reflects the country's vulnerability – the more red the shade, the greater the susceptibility. It is apparent that a grand majority of our projects are situated within countries grappling with elevated levels of climate vulnerability.

Fostering collaboration: a climate and environmental ecosystem

MSF's environmental and climate goals and strategies are developed within the MSF Climate and Environmental Ecosystem, a group of projects across the movement working towards a more sustainable future. At the international level, the TIC Climate Smart (Transformational Investment Capacity) and the Humanitarian Action on Climate and Environment (HACE) group provide guidance, resources, and tools to support the initiatives at the Operational Center (OC) level.

There is also parallel work on taking a futuristic approach to the kind of investments needed today to run MSF hospitals and operations in the future (e.g., 25 years from today). MSF OCA has also begun to develop a Climate, Environment and Health profile in a few countries (Chad, Venezuela, Pakistan) to identify where current climate-related needs are being missed.

MSF OCA's 3-pillar approach

MSF OCA has developed a climate approach within its medical operational strategy. This approach is defined by 3 pillars: **Climate and Environmental Health, MSF OCA Environmental Footprint,** and **MSF OCA Green Initiatives.**

Climate and Environmental Health

It's essential to develop an understanding around how a climate lens can be used to improve MSF operations, reflect on MSF's role in the climate crisis, and begin to identify ways forward.

MSF OCA's Strategic Objectives for Climate-Environment-Health:

- **Recognise the impact of climate change** and environmental degradation on the health of our target populations in our context analyses and, where feasible, tailor our programming accordingly
- **Develop alliances with selected organisations** to deepen our understanding of the health consequences of climate change
- **Contribute to broader policy**, advocacy and legal initiatives.

© iAko M. Randrianarivelo for MSF. In Madagascar, cyclones have caused widespread devastation in the area, destroying homes, infrastructure and disrupting essential health services.

© Tetiana Gaviuk for MSF. Heavy floods threaten the lives of thousands of people in Greater Pibor, South Sudan.

2 MSF OCA Environmental Footprint

Aligned with the MSF movement wide ambition of reducing our carbon footprint by 50% by 2030 against 2019 levels, MSF OCA launched the Environmental Impact project with the following main objectives:

- **identify the main emission areas** for MSF OCA Field Operations and HQ Office
- **Set and validate MSF OCA carbon reduction targets**
- **build the MSF OCA Environmental Roadmap** with actionable and achievable decarbonisation solutions across different areas of footprint.

3 MSF OCA Green Initiatives

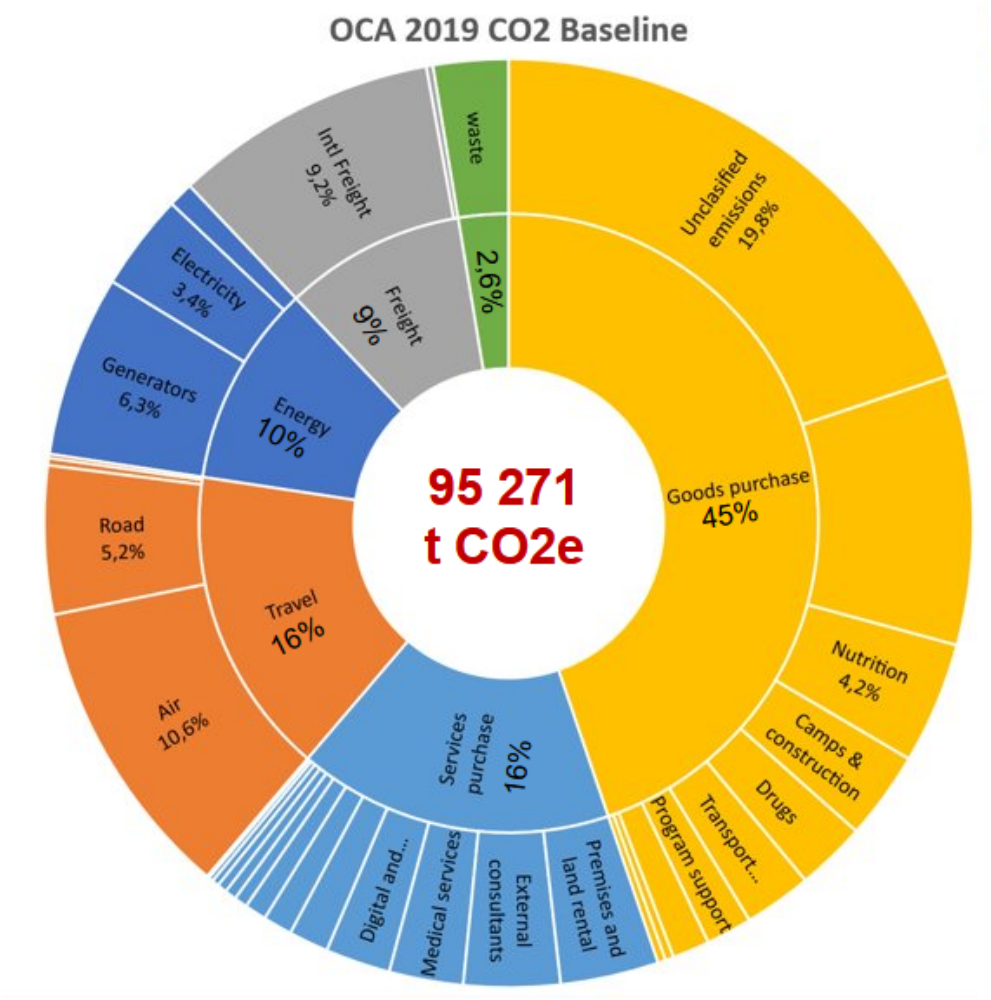
With the support of our office staff, different actions are being implemented across MSF OCA offices to reduce our footprint and encourage sustainable practises.

The Green Elephant Network is an MSF OCA based initiative, initiated during MSF OCAs Logistical Coordinator Days 2018 and stemming from a strong desire from the field to become more responsible and sustainable with regards to the environment, directly linked to the living conditions and health impacts of populations we work with. The Green Elephant network aimed, but not limited to:

- **Advocate** for a more sustainable foundation for our organization, reducing our own footprint, in order to lead by example and follow the principle of Do No Harm;
- **Link** our staff from field, operational sections or directorates and home societies throughout the movement, to support sustainable and 'green' initiatives, share best practices and align on efforts made or desired;
- **Continue** the discussion on MSFs role as a humanitarian health organization in the midst of the humanitarian health crisis ('climate crisis').

This report will be focusing solely on Pillar 2, *MSF OCA Environmental Footprint.*

MSF OCA's 2019 carbon footprint baseline



MSF OCA's baseline footprint is estimated at 95,271 tCO_2e.
This is a "snapshot" of MSF OCA's 2019 Greenhouse Gas (GHG) emissions that will be used as the baseline measurement to halve our CO2e emissions by 2030. The baseline measurement quantifies the sources of greenhouse gas emissions for which MSF OCA is accountable.

MSF OCA main emission areas:

- Purchased goods account for 46% of the global MSF OCA footprint
- Transport accounts for 25% with 10% for Air Travel alone
- Purchased services 16%
- Energy 10%

For the baseline measurement, we considered the headquarters office in Amsterdam and our 2019 Field Operations in 30 countries. Amsterdam office makes up 10% of MSF OCA total Carbon footprint and the rest, 90% is from OCA Field Operations.

This data is derived from the following entities:

- Office headquarters in Amsterdam
- 30 project countries[1]
- Number of Field staff: 10,100 FTE (in 2019)
- Number of Amsterdam Office staff: 324 FTE (in 2019)
- Operational budget: 243,222,600€ (in 2019)

1 Afghanistan, Bangladesh, Belarus, Central African Republic, Chad, DRC North Kivu, DRC South Kivu, Ethiopia, Haiti, India, Iraq, Jordan, Kenya, Libya, Malaysia, Mozambique, Myanmar, Netherlands, Nigeria, Pakistan, Russia, Sierra Leone, Somalia, South Sudan, Sudan, Syria, Tajikistan, Uzbekistan, Venezuela, Yemen.

Reaching our 2030 goal

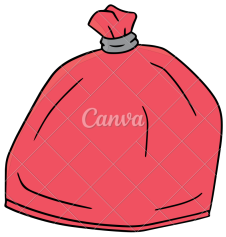
Baseline emissions (2019 footprint)	Projected emissions in 2030
95,271 tCO_2e	47,635 tCO_2e

What does 1 metric tonne of CO_2 look like?

1 metric tonne of CO_2, or 1000 Kg, is equal to....

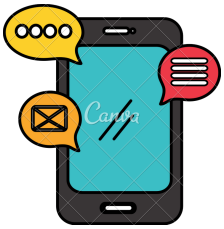
23.2 train rides to Amsterdam from Paris with Thalys (DEFRA)

0.2 passenger vehicles driven for 1 year (or 3,970 km driven by these vehicles)



43 trash bags of waste recycled instead of landfilled

16.5 tree seedlings grown for 10 years



127,532 smartphone charges

1 economy flight from Amsterdam to Delhi (DEFRA)

How to minimize our footprint without compromising our operations

Our mission is not changing.

As an emergency medical organisation, our priority will always be to provide rapid medical humanitarian assistance to the most vulnerable populations in the most challenging contexts, but we must find a way to do this while minimising our environmental impact.

> *In our medical-operational analysis, we acknowledge that planetary health influences the type, scale, severity, and dynamics of humanitarian crises. Through this pact, we take up the call for all those working to deliver health care at every level to support the transformational change required to prevent the devastation that sustained carbon emissions will bring. Particularly to the populations, we serve where, in post cases, pre-existing vulnerabilities and inequalities may be exacerbated. Through this pact, we uphold the medical ethical principles to provide care without causing harm to individuals or groups.*

-MSF Environmental Pact 2020

Our plan is to contribute to MSF's 50% carbon reduction target compared to 2019 levels by 2030.

OCA Environmental Impact Project

At the beginning of 2022, MSF OCA started the Environmental Impact project to respond to the MSF movement-wide pledge of halving our carbon footprint by 2030. Following guidance from the MSF Transformational Investment Capacity (TIC) Climate Smart programme, MSF OCA 2019 GHG emissions were measured and taken as 'the baseline'.

This was decided collectively as the year 2019 represents a normal operational state for the organization, considering the health crisis linked to COVID-19 pandemic which disrupted MSF operations.

Through an iterative and collaborative process involving MSF OCA subject matter experts at headquarters and field level, the TIC Climate Smart team and MSF focal points in the other MSF Operational Centres, and with the advice of Arup sustainability experts the Environmental Project team led the designing of MSF OCA Environmental Roadmap that will guide MSF OCA's decarbonisation journey.

© Pablo Garrigos for MSF. MSF has settled a solar panel system at the General Hospital of Kigulube in Sud Kivu, DRC to give autonomy to the health structure for the next 20 years.

This Roadmap includes 28 solutions, guided by specific strategic objectives spanning across six footprint areas: **Transport, Energy & Construction, Goods & Services, Medical Practices, Waste** and **Digital/Transversal.** These are presented in the next pages of this report together with MSF OCA key commitments.

Through this Project, MSF OCA aims to catalyse change at both headquarters and country programmes level by promoting best environmental practices, raising awareness on greenhouse gas (GHG) emissions and what can be done at organisational and personal level, and building a community of practice. Furthermore, to show the clear commitment from OCA to finance the change and initiatives in our country programmes aiming to reduce our environmental impact, in 2023 MSF OCA Council approved additional funding over and above the regular Operations Budget in the form of an 'environmental impact investment capital'.

Waste tool pilot

The general objective of the MSF OCA Waste Tool Pilot is to reduce, treat, recycle, reuse or dispose of waste responsibly.

MSF activities generate many types of waste, for which different methods and solutions need to be identified, which in turn also depends on the context. MSF so far has mainly focused on waste generated directly from medical activities and developed specific guidance and policies, but this is far from covering all categories of waste generated in missions and what exists for medical waste is far from being sufficient. There is no single solution for all types of waste. Therefore, for each project a Waste Management Plan (WMP), which will be more inclusive, needs to be defined.

The Waste Tool Pilots will be an opportunity to use more appropriate tools for optimizing waste management in each project. A WMP will provide guidance on how to carry out the various stages of waste management and choose the best possible environmental options (BPEO).

Recognizing the need to develop and become familiar with a method of quantifying waste types, the Waste Tool Pilot will help us to develop and hone a method to quantify our waste to achieve better management. We will use a tool that was developed and reviewed by the OCG Planetary Health Team but we will also look if this tool is fit for purpose for OCA and test if it does not add any unnecessary burden on our teams on the ground to reach expected objectives. In addition, we will also look at mutualizing the use of this tool with other MSF sections with the assumption that it is feasible and other sections are interested and ready to put the extra resources that our project cannot provide them.

© Manzongo John for MSF. Staff sorts through material at the bio-waste recycling project.

© Believe Nyakudjara for MSF. A woman wheels a collection of waste through the Mbare solid waste recycling depot.

MSF OCA's Roadmap Proposed Solutions by domain

Purchased Goods & Services and Medical Practices

62% of total MSF OCA 2019 CO2 emissions

2019 emissions: 58,571 tCO_2e

OCA Key Commitment: Supply Chain
Apply an environmental lens throughout our supply chain, procurement and freight processes and strategy to halve our supply-chain related emissions by 2030.

Solutions

Sourcing and Procurement

Purchase services and products from suppliers with a lower carbon footprint.

- Include environmental criteria in the selection process of suppliers and request visibility on carbon value and life cycle of items/products.
- Identify lower carbon or lower waste generating alternatives for most important, relevant items.
- Include environmental criteria for services and products in the sustainable procurement guidelines.

Reduce number of kilometers made by goods thanks to procurement of locally or regionally produced items.

- Prioritise local or regional non-medical purchase for heavy or large items if quality can be assured at the same level as international purchase and if carbon emissions are confirmed to be reduced.

Reduce and optimize the volume, weight and packaging of goods.

- Packaging options to explore what possibilities are available and liaise with Sustainable Procurement Global Team for environmental friendly alternatives.

Medical Practices

Reduce level of unnecessary provision of medical items, prescriptions of drugs and consumables.

- Rationalise drug selection ordering and dispensing, usage of consumables and patients prescriptions.
- Optimize medical equipment ordering, use and maintenance.

Switch to medical protocols and alternative medical products that have less environmental impact where feasible.

- Train and inform medical practitioners on updated protocols and environmental impact.
- Switch to alternative medical material like the use of recycled plastic items, anaesthetic gas and inhalers with less high warming potential.
- Reduce the use of single usage medical material, high warming potential and local pollutions materials and items.

What does it include?
Purchased goods account for 46% and purchased services account for 16% of the total MSF OCA 2019 footprint. The top three categories in terms of generating GHG emissions for purchased goods are Program Support, Drugs, and Administration and Office Supplies. For purchased services, the top three categories are Medical Services, Premises and Land Rentals, and External Consultants.

Transport

25% of total MSF OCA 2019 CO2 emissions

OCA Key Commitment: Transport
For Air Travel embed responsible travel guidelines in our Travel Policy and set a reduction target based on Kilometres travelled. For Road Travel, implement measures to maximise our fleets efficiency to reduce GHG emissions linked to our movements in our country programmes.

Solutions

Air Travel

Reduce business air travel and develop responsible travel practices.

- Consolidate responsible travel guidelines and ensure alignment of MSF OCA Travel Policy to minimise staff emissions from air travel.
- Develop tools to help decision-making when booking travels that look at climate-friendly decisions on itineraries, modes of transport, companies, etc.
- Review trainings location choices and delivery modes.

Freight

Reduce carbon emissions by Including environmental criteria when selecting transport of goods service supplier.

- Reduce air shipments of back orders by improving order follow up and reviewing back orders.
- Optimize container shipments to same destination.
- Reduce quantity of transported goods by improved order forecasting and rationalization, ordering only what is needed.
- Reduce the km travelled and trips for goods transport by better positioning of goods.

Reduce emissions from air freight (transportation of goods) by increasing sea and road freight thanks to better supply chain planning.

- Include environmental criteria when selecting transport of goods service supplier.
- Align the ESC stock strategy with the demand. Improve order follow up and communication on lead time, and review back orders with missions to confirm/cancel backorder.
- Greening fleet by purchasing lower emission vehicle.
- Explore container shipment between OC's and missions through better supply chain planning.

Fleet Management

Reduce emissions from fleet linked to mileage and fuel consumption by optimizing fleet size, composition and movements.

- Optimize and rationalise vehicles usage (fleet movements) in the missions where context and security allows it.
- Propose measures to maximise fleet efficiency.
- "Greening" the fleet by purchasing lower emission vehicles.
- Campaign for greener modes of transport.

Minimize the ecological damage for disposal of vehicles.

- Explore vehicle disposal services offered by other aid and development organisations.

What does it include?
Air Travel accounts for 11%, International Transportation of Goods for 9%, and Road Travel for 5% of the total MSF OCA 2019 footprint.

Energy and Construction

Energy: 10% of total MSF OCA 2019 CO2 emissions

OCA Key Committment: Energy
Limit and reduce the buildings energy consumption by 20% via efficiency measures and 40% through improved insulation by 2030. Increase the use of PV panels covering 60% of the energy needs in our facilities by end of 2030.

Solutions

Favour Sustainable Construction by utilising sustainable building products and techniques within new developments.

- Consider sustainable construction planning best practices/standards to encourage sustainable design and optimize infrastructure for Field realities.
- Develop specific guidelines for products that can and cannot be used in buildings.

Reduce energy consumption of buildings.

- Redefine temperature standards in offices, guesthouses, medical facilities and pharmacies.
- Improve energy performance of buildings through sustainable design and passive measures.
- Implement low consumption active measures where applicable by employing alternatives and/or bio-climate passive house concepts.

Improve energy efficiency in buildings.

- Install monitoring systems to track consumption and optimise power source sizing.
- Install automatic light-off where possible in (office) buildings
- Purchase of energy efficient equipment (AC, heaters, appliances)
- Encourage responsible choices and behaviours in the buildings wrt use of energy in all domains: equipment, facilities, usage.

Reduce the dependency on fossil fuels favouring renewable resources for energy production.

- Research and explore decarbonated energy & electricity suppliers for buildings.
- Develop tools to help make decisions about the use of Renewable Energy to power generators, engines, vehicles, buildings, and other equipment.
- Use renewable resources (photovoltaic panels, wind turbines) and appropriate generators sizing.
- Design context-specific PV set-up using criteria from solar guidance.
- Research and explore the use of recycling channels at local, national and regional level to ensure disposal of solar equipment.

Develop energy management plans identifying energy efficiencies measures.

- Develop energy management plans supported by energy efficient protocols, practices.

What does it include?
Energy represents 10% of the footprint. It includes Electricity 3%; Fuel for generators 5% and Gas consumption 2%) .

Waste

3% of total MSF OCA 2019 CO2 emissions

OCA Key Committment: Waste
Deploy waste management plans to all our country programmes with solutions in place to reduce, recycle and responsibly dispose of waste, by end of 2030.

Solutions

Ensure all steps of waste management are followed in the best environmentally-friendly possible way.

- Launch Waste Tool Pilots to reduce, recycle and responsibly dispose of waste.
- Establish and implement tailor-made Waste management Plans (WMP).

Avoid and reduce waste generated by MSF activities.

- Use less single use medical items and favor reusable, biodegradable materials.
- Ban drugs dispensary plastic bags and replace with reusable containers when applicable.
- Favor products donations through better anticipation of expiration dates and a strict donation policy.
- Use less single use non-medical items in MSF offices and facilities and favor reusable, biodegradable materials.
- Promote repairing electronic and electric equipment.

Increase recycling and reusing capacity building in Mission of MSF waste and equipment.

- Improve sorting of domestic waste from MSF facilities and evaluate the local waste streams.
- Promote recycling of electronic and electric equipment (WEEE) through sustainable and responsible decommissioning channels.

Limit pollution of land, water and air through environment friendly treatment alternatives and policies.

- Develop sustainable waste destruction systems.
- Promote responsible outsourced treatment of dangerous products.
- Treat and monitor hospital wastewaters discharge with Best Environmental Possible Option to comply with national & international regulations.
- Develop and introduce an MSF OCA generic policy on safe and environmentally friendly disposal of biomedical and lab equipment.

What does it include?
Waste emissions account for 3% of the total MSF OCA 2019 footprint. One of the first plans for MSF OCA is to deploy a Waste Tool that would capture the different typologies of waste, volumes and research on local services company for waste recycling and disposal. With the results from the Waste Tool it will be possible to create Waste management Plans (WMP) based on In-depth diagnosis and waste sorting in every project. Mutualizing efforts amongst Operational Centres to reduce local environmental degradations and developing environment friendly waste treatment alternatives and policies will be key for this area.

Digital and Transversal

included in purchased Services MSF OCA 2019 CO2 emissions

OCA Key Committment: Digital
to weave into the general IT Strategy and into the daily IT operations activities that will favour the reduction of digital footprint.

Solutions

Digital Usage & Equipment

Reduce emissions related to digital equipment and services.

- Optimise growth of data usage and storage with "cold storage policies", introduction of restrictive policies (quotas) and regular deletion of unused data.
- Store data in eco-friendly data centers.
- Increase the lifespan of IT and telecom equipment and reduce turnover rate of digital equipment.
- Purchase easily repairable equipment and repair locally.

Transversal – Good Office Practices

Introduce good office practices.

- Boost energy efficient behaviours and promote good office practices by producing a good office/facility practices playbook tackling areas such as: energy and resources consumption, waste management, office procurement, food, catering and other services providers.

Examples of good office practices already implemented at MSF OCA Headquarters' office in Amsterdam:

- Implementation of environmental criteria for services and purchasing of products. *For example, our soup is produced in a factory with a social mission. Cleaning projects are ecological and non-toxic.*
- Reduced options for meat (max 20% of options): increased vegetarian and vegan options; meat used is BIO.
- Only preparing what is requested via booking tool.
- Plastic cutlery and cups removed and replaced with non-single-use alternatives.

- Use of couriers with bike transport or electric trucks.
- Implementation of the work-from-home policy (Hybrid Work Project).

Office has RVO (Rijksdienst voor Ondernemend Nederland) energy label A++

- Oil is filtered from waste water; a separate oil is used for sink/filter.
- Use of compostable coffee/tea cups from recycled origin.
- Waste is separated, in the canteen and by floor. Bins by desks have been eliminated.

- Heaters are turned off on closed floors and the climate system is on standby outside office hours.
- Zone control is used for temperature and lighting.
- Sensors are in place to measure temperature, humidity, CO2, and air quality.
- Big screens in meeting rooms turn off at 7pm, and desk screens enter sleep mode after 1 minute.

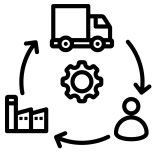
- Washable cotton towels on a roll in toilets.
- All toilets are equipped with new flushing systems to reduce water consumption.
- 50% office chairs and 30% desks are re-used items.
- Original doors and walls installed back during the renovation.

- Accidental print job may be canceled before it is carried out, saving approx. 20% of power.
- Double-sided printing is mandatory, which can save up to 50% on paper usage.

Summary of OCA's Key Commitments

SUPPLY CHAIN

To apply an environmental lens throughout our supply chain, procurement and freight processes and strategy to halve our supply-chain related emissions by 2030.

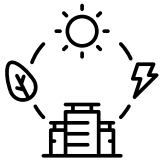


TRAVEL

Air travel: to embed responsible air travel guidelines in our Travel Policy and set together with MSF OCA Departments a reduction target for air travel that would take into consideration the different areas linked to air travel, the nature and need of some of our activities;
Road travel: to implement efficiency measures in our Country Programmes fleet management plans to reduce the impact of our road transport by 2030.

ENERGY

To limit and reduce the buildings energy consumption by 20% via efficiency measures and 40% through improved insulation by 2030;
To increase the use of PV panels covering 60% of the energy needs in our facilities by end of 2030.



WASTE

To deploy waste management plans to all our country programmes with solutions in place to reduce, recycle and responsibly dispose of waste, by end of 2030.

DIGITAL

To weave into the general IT Strategy and into the daily IT operations activities that will favour the reduction of digital footprint and generation of environmental savings.

Rationale behind the selection of priority solutions

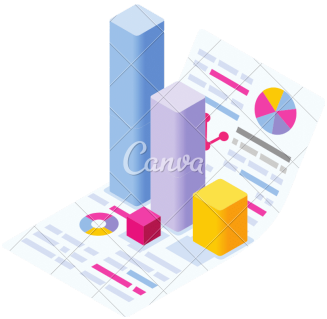
Key solutions were rated looking at the potential for GHG emissions reduction and the cost benefits that will be generated, categorising them in 'low', 'medium' and 'long' term cost/effort solutions.

The solutions include both policy work, which would not require additional investments in terms of resources as well as deployment of Field projects for which additional support capacity will be needed. Other action plans will lead to the creation of tools, guidelines, reports and best practices. The majority of action plans under Goods & Services and Medical Practices intersect with MSF OCA Departments' strategic plans and projects.

Environmental considerations and actions plans from other humanitarian and medical organisations were also taken into account, such as ICRC's adoption of clean energy and energy-efficiency measures throughout the ICRC's premises, UNHCR review of their Travel policy and the NHS carbon reduction plans for suppliers and the procurement process.

The MSF OCA Environmental Impact Roadmap is a 'living document' to be continually updated and improved as both our own knowledge and experience grows, as well as new initiatives are identified. Regular Roadmap reviews will be performed to re-calibrate the action plans proposed, depending on MSF OCA operational priorities and margin of maneuver, the impact of rolled out solutions on the yearly GHG emissions measurement results and on the advancing technology and innovations in the environmental and sustainability field.

Reporting and Monitoring of environmental impact initiatives and Greenhouse Gas (GHG) emissions reduction



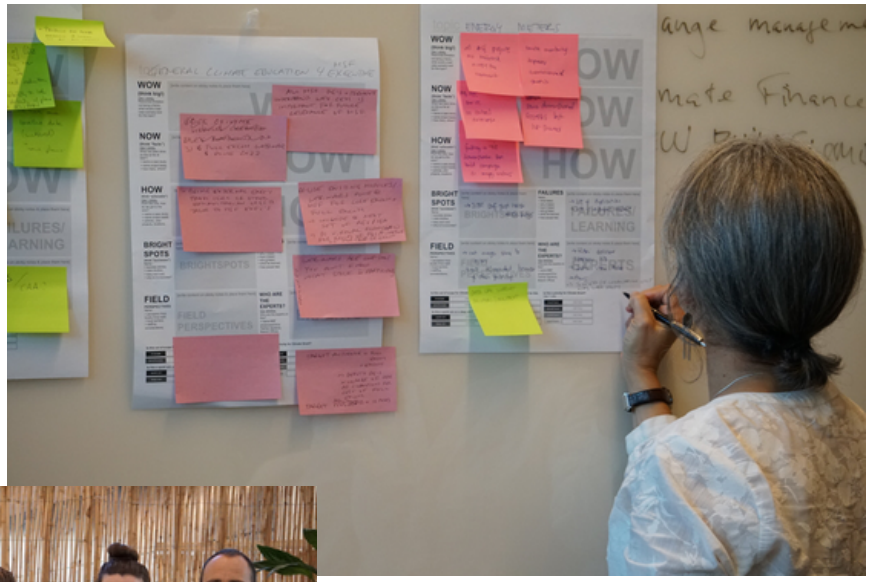
A reporting and monitoring mechanism is in place to track clean energy, energy efficiency projects and fleets fuel data from our country programmes through the existing logistics reporting system.

New tools are being developed by the TIC Climate Smart team to track supply and procurement related GHG emissions for MSF Operational Centres including data on purchased goods, inbound and outbound transportation of goods. The GHG emissions related to MSF OCA Air Travel are provided by the reports issued by our current travel booking service provider.

For 2024, MSF OCA has further plans to automatize the reporting mechanism to also include the data from the solutions implemented across all the areas of footprint.

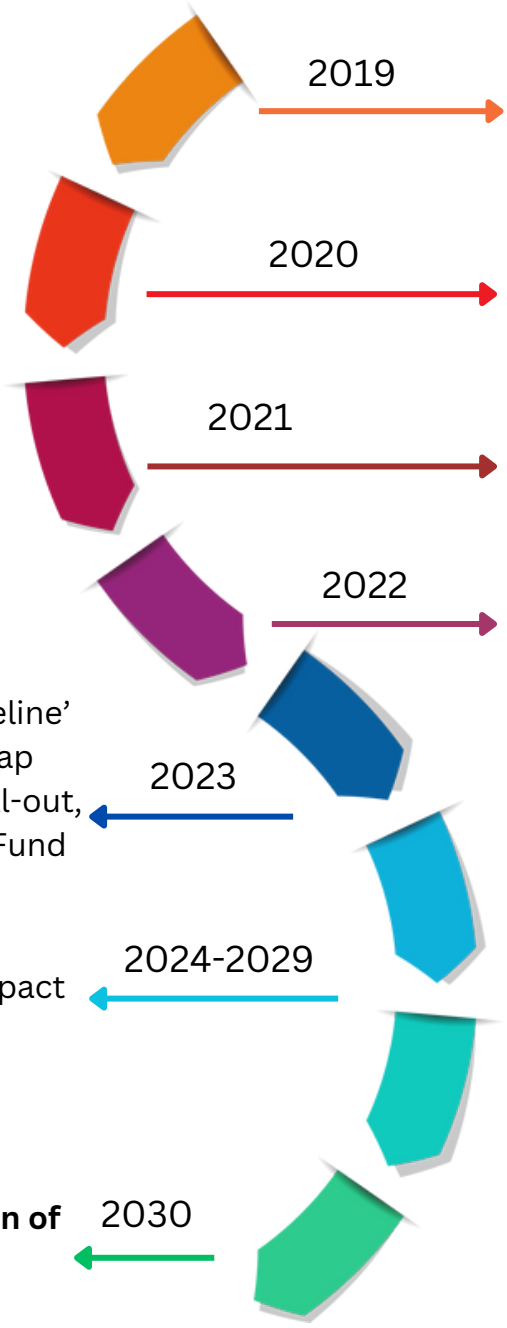
For yearly global GHG emissions measurement, MSF OCA is collaborating with Climate Smart carbon accounting working group to define a harmonised methodology. This will enable all MSF Operational Centres to compare their results and monitor the progress of deployed solutions at a global level.

Mutualisation of efforts between OC's and intersectional work is key to developing a common framework and avoid duplication of efforts. We can potentiate our decarbonisation efforts by leveraging tools, resources, and existing know-how.



Climate Smart Focal Points Strategy Meeting, Feb. 2023, Brussels
Credit F. Toran

Annex 1 | Our journey so far



2019 — 1st Green Motion at the MSF Netherlands General Assembly

2020 — MSF Environmental Pact adopted

2021 — 2nd Green Motion MSF Netherlands General Assembly, MSF movement-wide -50% CO2e target for 2030

2022 — MSF OCA Environmental Impact Project, MSF signs Climate and Environmental Charter

2023 — MSF OCA 2019 carbon 'baseline' measurement, OCA Roadmap release, Waste Tool Pilot roll-out, and Environmental Impact Fund launch

2024-2029 — MSF OCA environmental impact field projects roll-out

2030 — **Goal: reach a 50% reduction of CO2 emissions**

The journey began in 2019 with the first "Green Motion" at MSF Netherlands General Assembly. The motion put forward by the Green Elephant Network committed to increasing MSF OCA's environmental responsibility and reducing its carbon footprint, through organizational policies and behavioural changes.

In 2021 a second Green Motion was presented with the ask to be able to measure our current impact on climate change and set targets for more sustainable processes.

At the beginning of 2022, the OCA Environmental Impact project kicked off.

Annex 2 | MSF's Environmental Pact ambitions

Measure, report, and set targets to minimise the carbon and waste footprint of every entity and MSF project, optimizing outputs through mutualisation. Identify the best levers to reduce carbon emissions and enable sustainable resource use with the greatest efficiency gains, health, and financial co-benefits, whilst maintaining and continually improving quality care for patients.

Adapt our responses to continue to deliver high-quality care and improved public health while also minimising ecological damage and conserving finite natural resources.

Engage and collaborate with communities, local actors, and organizations. Develop partnerships to share medical-operational data to contribute to knowledge generation and translation. **Research** should prioritize questions that improve our understanding of the humanitarian and health impacts of climate and environmental change to strengthen operations and inform and support our advocacy objectives.

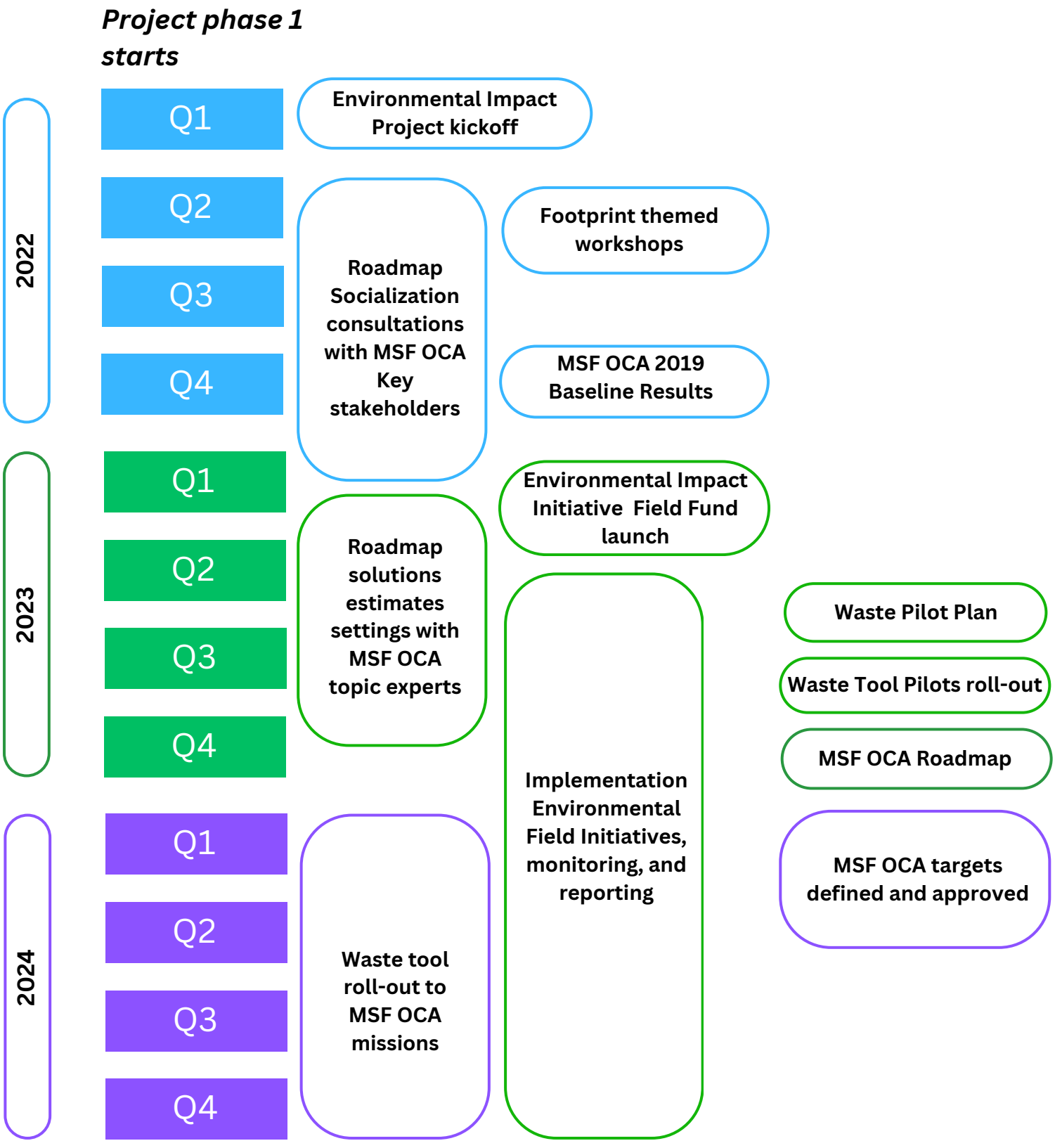
Bear witness to people experiencing the impact of climate change and environmental degradation, paying attention to disproportionate impacts felt by vulnerable groups. Align diverse experiences with our humanitarian operational and advocacy goals.

Hold ourselves accountable through our associative governance mechanisms to ensure that MSF upholds these commitments and takes proactive measures to mitigate risk and the negative impact of the climate crisis in health.

The MSF Environmental Pact *was unanimously endorsed by the International General assembly, the Full Ex Com and the International Board in 2020.*

Picture from Arsene Nabeje
Description: Neighboring inhabitants of Elevage Health Centre near Bambari, CAR, taking water from a tap stand supplied by a solar system dispensing safe water to both the public and the health center.

Annex 3 | Environmental Impact Initiative timeline: from Project inception to deployment of Field initiatives



Annex 4 | Full Table of Strategic Objectives and Action Plans

Goods & Services and Medical Practices

Strategic Objective	Solutions	Commitment
Purchase services and products from suppliers with a lower carbon footprint.	• Include environmental criteria in the selection process of suppliers and request visibility on carbon value and life cycle of items/products. • Identify lower carbon or lower waste generating alternatives for most important, relevant items. • Include environmental criteria for services and products in the sustainable procurement guidelines.	Apply an environmental lens throughout our supply chain, procurement and freight processes and strategy to halve our supply-chain related emissions by 2030.
Reduce number of kilometers made by goods thanks to procurement of locally or regionally produced items.	• Prioritise local or regional non-medical purchase for heavy or large items if quality can be assured at the same level as international purchase and if carbon emissions are confirmed to be reduced.	
Reduce and optimize the volume, weight and packaging of goods.	• Packaging options to explore what possibilities are available and liaise with Sustainable Procurement Global Team for environmental friendly alternatives.	
Switch to medical protocols and alternative medical products that have less environmental impact where feasible.	• Train and inform medical practitioners on updated protocols and environmental impact. • Switch to alternative medical material like the use of recycled plastic items, anaesthetic gas and inhalers with less high warming potential. • Reduce the use of single usage medical material, high warming potential and local pollutions materials and items.	
Reduce level of unnecessary provision of medical items, prescriptions of drugs and consumables.	• Rationalise drug selection ordering and dispensing, usage of consumables and patients prescriptions. • Optimize medical equipment ordering, use and maintenance.	

Transport

Strategic Objective	Solutions	Commitment
Reduce business air travel and develop responsible travel practices.	• Consolidate responsible travel guidelines and ensure alignment of MSF OCA Travel Policy to minimise staff emissions from air travel. • Develop tools to help decision-making when booking travels that look at climate-friendly decisions on itineraries, modes of transport, companies, etc. • Review trainings location choices and delivery modes.	Air travel: embed responsible air travel guidelines in our Travel Policy and set together with MSF OCA Departments a reduction target for air travel that would take into consideration the different areas linked to air travel, the nature and need of some of our activities; Road travel: implement efficiency measures in our Country Programmes fleet management plans to reduce the impact of our road transport by 2030.
Reduce carbon emissions by Including environmental criteria when selecting transport of goods service supplier.	• Reduce air shipments of back orders by improving order follow up and reviewing back orders. • Optimize container shipments to same destination. • Reduce quantity of transported goods by improved order forecasting and rationalization, ordering only what is needed. • Reduce the km travelled and trips for goods transport by better positioning of goods.	
Reduce emissions from air freight (transportation of goods) by increasing sea and road freight thanks to better supply chain planning.	• Include environmental criteria when selecting transport of goods service supplier. • Align the ESC stock strategy with the demand. Improve order follow up and communication on lead time, and review back orders with missions to confirm/cancel backorder. • Greening fleet by purchasing lower emission vehicle. • Explore container shipment between OC's and missions through better supply chain planning.	
Reduce emissions from fleet linked to mileage and fuel consumption by optimizing fleet size, composition and movements.	• Optimize and rationalise vehicles usage (fleet movements) in the missions where context and security allows it. • Propose measures to maximise fleet efficieny. • "Greening" the fleet by purchasing lower emission vehicles. • Campaign for greener modes of transport.	
Minimise the ecological damage for disposal of vehicles.	• Explore vehicle disposal services offered by other aid and development organisations.	

Energy and Construction

Strategic Objective	Solutions	Commitment
Favour Sustainable Construction by utilising sustainable building products and techniques within new developments.	• Consider sustainable construction planning best practices/standards to encourage sustainable design and optimize infrastructure for Field realities. • Develop specific guidelines for products that can and cannot be used in buildings.	Limit and reduce the buildings energy consumption by 20% via efficiency measures and 40% through improved insulation by 2030; Increase the use of PV panels covering 60% of the energy needs in our facilities by end of 2030.
Reduce energy consumption of buildings.	• Redefine temperature standards in offices, guesthouses, medical facilities and pharmacies. • Improve energy performance of buildings through sustainable design and passive measures. • Implement low consumption active measures where applicable by employing alternatives and/or bio-climate passive house concepts.	
Improve energy efficiency in buildings.	• Install monitoring systems to track consumption and optimise power source sizing. • Install automatic light-off where possible in (office) buildings • Purchase of energy efficient equipment (AC, heaters, appliances) • Encourage responsible choices and behaviours in the buildings wrt use of energy in all domains: equipment, facilities, usage.	
Reduce emissions from fleet linked to mileage and fuel consumption by optimizing fleet size, composition and movements.	• Research and explore decarbonated energy & electricity suppliers for buildings. • Develop tools to help make decisions about the use of Renewable Energy to power generators, engines, vehicles, buildings, and other equipment - ***DONE*** • Use renewable resources (photovoltaic panels, wind turbines) and appropriate generators sizing. • Design context-specific PV set-up using criteria from solar guidance. • Research and explore the use of recycling channels at local, national and regional level to ensure disposal of solar equipment.	
Develop energy management plans identifying energy efficiencies measures.	• Develop energy management plans supported by energy efficient protocols, practices.	

***"DONE"** indicates an action plan that has already been implemented as of September 2023.

Waste

Strategic Objective	Solutions	Commitment
Ensure all steps of waste management are followed in the best environmentally-friendly possible way.	• Launch Waste Tool Pilots to reduce, recycle and responsibly dispose of waste. • Establish and implement tailor-made Waste management Plans (WMP).	Deploy waste management plans to all our country programmes with solutions in place to reduce, recycle and responsibly dispose of waste, by end of 2030.
Avoid and reduce waste generated by MSF activities.	• Use less single use medical items and favor reusable, biodegradable materials. • Ban drugs dispensary plastic bags and replace with reusable containers when applicable. • Favor products donations through better anticipation of expiration dates and a strict donation policy. • Use less single use non-medical items in MSF offices and facilities and favor reusable, biodegradable materials. • Promote repairing electronic and electric equipment.	
Increase recycling and reusing capacity building in Mission of MSF waste and equipment.	• Improve sorting of domestic waste from MSF facilities and evaluate the local waste streams. • Promote recycling of electronic and electric equipment (WEEE) through sustainable and responsible decommissioning channels.	
Limit pollution of land, water and air through environment friendly treatment alternatives and policies.	• Develop sustainable waste destruction systems. • Promote responsible outsourced treatment of dangerous products. • Treat and monitor hospital wastewaters discharge with Best Environmental Possible Option to comply with national & international regulations. • Develop and introduce an MSF OCA generic policy on safe and environmentally friendly disposal of biomedical and lab equipment.	

Digital and Transversal

Strategic Objective	Solutions	Commitment
Reduce emissions related to digital equipment and services.	• Weave in activities aimed at the reduction of digital footprint to the IT Strategy. • Optimise growth of data usage and storage with "cold storage policies", introduction of restrictive policies (quotas) and regular deletion of unused data. • Store data in eco-friendly data centers. • Increase the lifespan of IT and telecom equipment and reduce turnover rate of digital equipment. • Purchase easily repairable equipment and repair locally: ***DONE***	Weave into the general IT Strategy and into the daily IT operations activities that will favour the reduction of digital footprint and generation of environmental savings.
Introduce good office practices.	• Boost energy efficient behaviours and promote good office practices by producing a good office/facility practices playbook tackling areas such as: ◦ Energy and resources consumption, waste management, office procurement, food catering. • Implement environmental criteria for services and purchasing of products. For example, our soup is produced in a factory with a social mission - ***DONE*** Cleaning projects are ecological and non-toxic. • Reduce options for meat (max 20% of options): increased vegetarian and vegan options; use BIO meat - ***DONE*** • Only prepare what is requested via booking tool, plastic cutlery and cups removed - ***DONE*** • Use couriers with bike transport or electric trucks - ***DONE*** • Implement the work-from-home policy (Hybrid Work Project) - ***DONE*** • Filter oil from waste water; use a separate oil for sink/filter - ***DONE*** • Use compostable coffee/tea cups from recycled origin - ***DONE*** • Separate waste in the canteen and by floor. Eliminate bins by desks - ***DONE*** • Turn off heaters on closed floors, keep climate system on standby outside office hours - ***DONE*** • Use zone control for temperature and lighting - ***DONE*** • Put in place sensors to measure temperature, humidity, CO2, and air quality - ***DONE*** • Turn off big screens in meeting rooms at 7pm, and desk screens enter sleep mode after 1 minute - ***DONE*** • Toilet paper should be derived from coffee cups. Washable cotton towels on a roll in toilets - ***DONE*** • Equip toilets with new flushing systems to reduce water consumption - ***DONE*** • 50% office chairs and 30% desks should be re-used items - ***DONE*** • Install original doors and walls during the renovation - ***DONE*** • Accidental print jobs should be canceled before it is carried out, saving approx. 20% of power - ***DONE*** • Mandate double-sided printing, which can save up to 50% on paper usage - ***DONE***	

***"DONE"** indicates an action plan that has already been implemented as of September 2023.

References and Acknowledgements

References

Verisk Maplecroft Climate Vulnerability Index
click here

MSF Environmental Pact
click here

OCA Strategic Plan 2020-2023
click here

MSF OCA

We thank all MSF OCA staff and collaborators who participated in the joint development of the roadmap through dedicated sessions, workshops, proposing solutions and giving their technical insights regarding the feasibility of solutions.

Arup

We thank Peter Young, Director at Arup UK and leader of its Advanced Technology and Research Practice, and his team of climate change consultants.

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About MSF OCA

Médecins Sans Frontières (Doctors Without Borders) is an international, independent medical humanitarian organisation providing medical assistance to people affected by conflict, epidemics, disasters or exclusion from healthcare. MSF OCA's mission is to address the needs of people who have been caught in crises. Our driving force is a humanitarian one: we see the injustices that people suffer, we recognise the impact this has on their health and we seek to respond with compassion, as an expression of our shared humanity and solidarity with them. Our humanitarian response is medical. Through our work, we address health needs and alleviate suffering, while bearing witness for the people we assist. We consider, and address, people's protection needs through our programmes and advocacy, by virtue of our proximity to and solidarity with them, and in defense of their human dignity.

TIC Climate Smart

The development of MSF OCA's Roadmap could not have been completed without the support of the **TIC Climate Smart.** Climate Smart MSF is a joint incubator project of Operational Centre Geneva and MSF Canada with co-sponsors Operational Center Barcelona and Amsterdam, supported by the Transformational Investment Capacity (TIC).

Climate Smart MSF will help scale climate solutions across MSF to future-proof and transform our organization, so it is responsible and resilient. Aligned with MSF's December 2021 pledge to reduce our carbon emissions by 50% by 2030, Climate Smart MSF will catalyze mitigation measures to address climate change impacts from our medical humanitarian operations.

> *We as a movement have set out to adapt our responses to continue to deliver high-quality care and improve public health while minimizing ecological damage and conserving finite natural resources.*

-MSF Environmental Pact 2020

© Marianna Abdalla for MSF. The MSF mobile clinic travelled during 8 days on the Anapu River, in the Amazonian region of Pará, Brazil, where people struggle to access basic medical care.