



ALIMA ENVIRONMENTAL ACTION

ACHIEVEMENTS, LESSONS AND OUTLOOK

PROGRESS REPORT

FEBRUARY 2024



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Two years ago, ALIMA published its first environmental roadmap, taking responsibility as a humanitarian medical actor in the fight against climate change and the adaptation of health actors in Africa.

As a medical emergency and research organization working in 14 countries to guarantee access to health care for the most vulnerable populations, ALIMA is at the frontline of all 21st century challenges: social and economic crises, intensification of population movements, multiplication of armed conflicts... and climate disruption.

The latter has significantly changed and complicated the contexts in which we work. Changes in the distribution and incidence of existing pathologies, the emergence of new diseases, increased pressure on health infrastructures, natural disasters, supply chain disruptions, and dependence on fossil fuels: climate change demands that we rethink the way we operate and anticipate the evolution of already climatically degraded contexts. With ever-increasing humanitarian needs. With the same high standards of care. And above all, with the same mission: to be as close to the patient as possible.

As responsible medical professionals, we want to address the issues. It would be counterproductive to ignore developments: we owe it to the people we are dedicated to support and care for. It would also be hypocritical not to acknowledge these issues, as we are part of the problem. The global model of humanitarian action is still largely dependent on fossil fuels and relies on long and complex supply chains. Every day, we travel by land and air to care for patients. We consume and produce biomedical and household waste. If we are to contribute to the fight against climate change and ensure a decent life for the people we care for, we must face up to this reality.

In the context of an increasingly complex world, it was necessary to develop a new plan of action. In December 2021, after several months of internal reflection and co-construction, ALIMA adopted and published its first environmental roadmap. This programmatic framework commits the association to the goal of reducing its greenhouse gas emissions by 50% (in intensity) by 2030, in line with the recommendations of the IPCC and the international scientific consensus. It aims to strengthen the resilience of our model to adapt health care to the consequences of climate change. The roadmap also describes in detail the actions to be taken and the resources to be mobilized, and proposes indicators of results and means.

In particular, the roadmap shows that 85% of the effort needed to achieve our goal is based on five priority solutions: gradually replacing air freight with sea freight; decarbonizing our energy production and consumption by developing the use of renewable energy; reducing air travel; optimizing the fuel consumption of vehicles; and promoting responsible purchasing.

This progress report looks back at the development of the roadmap and highlights key achievements and initial results, just under two years after we began our transition to action in March 2022.



2 STRATEGIC PRIORITIES

ALIMA conducted planning and impact measurement with support from The Climate Action Accelerator, which revealed that over 85% of ALIMA's 10-year GHG emissions reduction depends on five of the twenty solutions identified in the Roadmap. We decided to focus our efforts and resources on these five operational projects as a priority. In addition, ALIMA added a sixth solution to mitigate the environmental impact of our activities: reducing the quantity and improving the management of our biomedical and household waste. Since then, these projects have progressed at different rates, with some notable advances.

Decarbonizing electricity consumption

Over the past two years, many health facilities supported by ALIMA have invested in renewable energies (solar power in particular), confirming a fundamental dynamic in this field. Not only is it preferred by our teams, but it also offers numerous advantages and co-benefits: significant solar potential, lower fuel costs, energy autonomy, reduced number of security incidents, etc.

We supported this transition by hiring an Energy and Buildings Manager at headquarters and establishing a technical partnership with the NGO Électriciens Sans Frontières. An audit of all the infrastructure and equipment available to ALIMA teams in the field is currently underway. The survey will provide a clearer picture of the energy needs of our health facilities and allow us to provide appropriate support. A financial modeling project is also underway to estimate the investment required (and the return on investment) for the roll-out of renewable energy in all ALIMA projects.

From the beginning of 2024, an energy management policy will propose a framework for the roll-out of renewable energies in all health facilities supported by ALIMA. It will also address the rational use and reduction of our energy consumption.



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health facilities supported by ALIMA are solar-equipped

Reducing the environmental impact of purchasing

ALIMA teams have increased drug purchases from €2,650,000 in 2019 (or 927.5 TCO2e) to €3,051,000 in 2020 (1,068 TCO2e), reaching €3,120,000 (or 1,092 TCO2e) in 2022. Our rapid operational growth in recent years can explain this increase. However, there is scope for reducing the environmental impact of drug purchases: using qualified local suppliers, purchasing environmentally responsible items, implementing optimized medical care protocols (OptiMa), etc. It's worth noting that environmental purchasing criteria have already been integrated into a number of centralized tenders at headquarters (e.g. selection of IT equipment or travel agencies).

To establish such principles and systematize the use of alternatives, an ALIMA Responsible Purchasing Policy was finalized in December 2023. Scheduled to come into force in 2024, it will establish a set of principles and guidelines to apply to the NGO's various purchasing procedures in order to reduce its footprint in the procurement of goods and services.

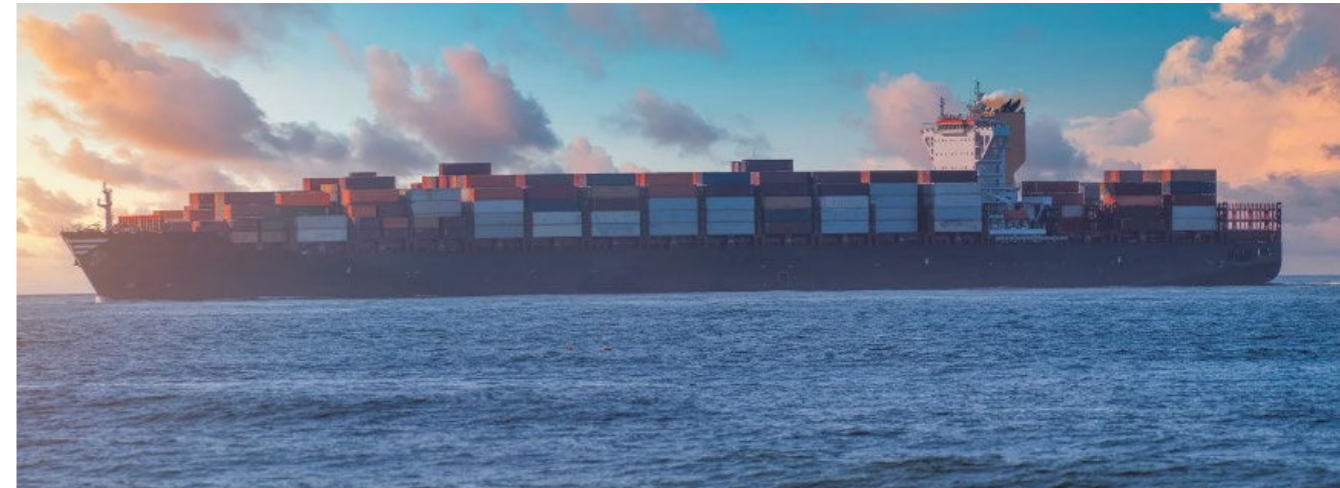


2

international tenders to integrate environmental purchasing criteria

Increase the share of sea freight in freight transport

In 2022, five countries (Niger, Chad, Burkina Faso, DRC, Nigeria) placed sea freight orders. Taking these orders into account, the share of sea freight (in tons. km) in ALIMA's orders with MSF Supply (ALIMA's main operational purchasing center) was 16.1% in 2022 (83.5% by air and 0.4% by road), compared to 0% in 2019 (no sea freight in 2019: 99.5% by air and 0.5% by road) and 0.03% in 2020 (99.9% by air). To support this change in logistics, order planning and stock management tools and procedures have been updated, with training provided to develop and systematize their use. In some projects, pharmacy storage capacity was also increased to accommodate a greater volume of medical supplies.



To achieve the goal set in the roadmap, ALIMA teams must double the volume of shipments by the end of 2024. To this end, new approaches are being considered: purchasing items locally or sub-regionally, pooling orders with other aid agencies, setting up a monthly container shipment («working capital») with MSF Supply, updating the distribution circuit according to local contexts, etc. In addition, internal efforts will focus on better planning and tracking of orders.

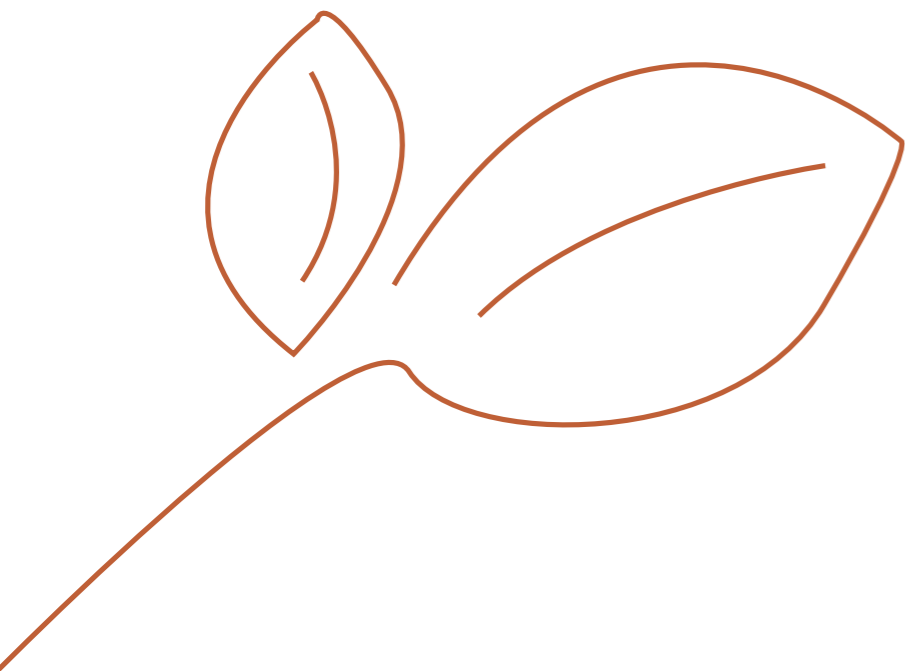


¹264 tons of goods were imported via MSF Supply, including 77 tons (29%) by sea, 167 tons by air (63%) and 20 tons by road (8%).

Reduce business travel by air

In 2023, we assessed current practices with the year 2022 and all ALIMA offices (including headquarters and European and American offices) as the scope of the study. The quality and accuracy of the data on the volume of flights improved significantly between 2020 and 2022, tending to confirm an underestimation in the calculation of flights in 2020 in the context of the COVID crisis (the reference year for calculating the decarbonization trajectory). Air travel represented 15.2% of ALIMA's carbon footprint in 2022 (against 12% in 2019 and 5.7% in 2020).

ALIMA must now implement the measures needed to achieve its reduction target. The teams are working on ALIMA's first air travel policy, which aims to rationalize, optimize and prioritize essential air travel in order to reduce the organization's overall mileage. Prioritization, anticipation and a better validation process for business and personal travel will be at the heart of our new practices, as well as an optimized choice of routes and airlines.



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1

map of all air traffic by 2022

Reduce waste quantity and improve waste management

At the end of 2022, for the first time, headquarters hired a management officer for water, hygiene, sanitation, and waste to provide support and technical expertise. Since then, ALIMA Waste Reduction and Management Policy has been developed to support the integration of WASH (water, sanitation and hygiene) issues and solutions in the design of medical projects, and to provide the organization with a set of standards for the construction, rehabilitation, development, and use of waste areas.

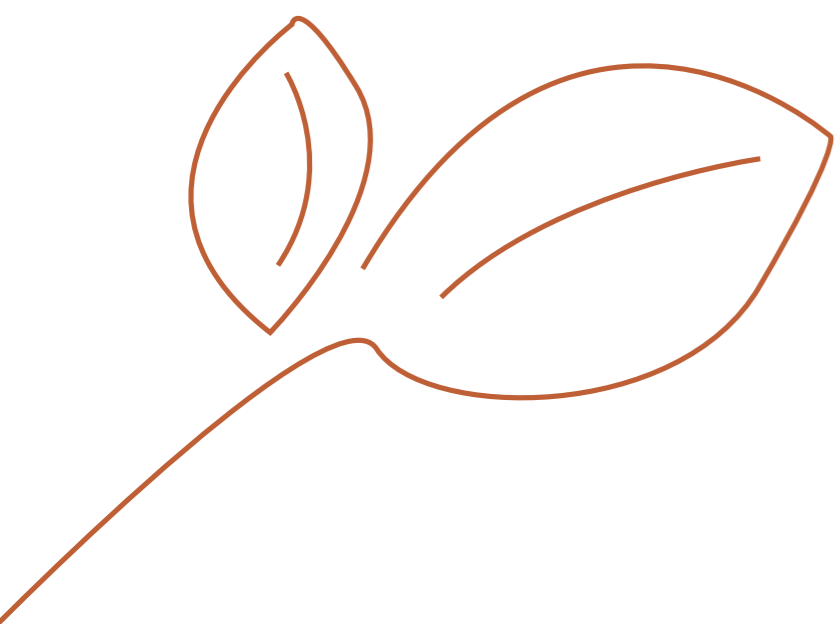
Progress are still hampered by the difficulty of accurately measuring the amount of waste produced by ALIMA according to a typology. To this end, a waste quantification and tracking system is being developed and will be gradually rolled out to all projects from the beginning of 2024. In addition, a survey of all ALIMA's WASH infrastructure and equipment is underway to take stock of the situation, ensure more detailed monitoring, and better anticipate the needs of the teams in terms of construction or rehabilitation.



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health facilities will have benefited from a WASH assessment by 2023



Reduce fleet energy consumption

Using a fleet of less polluting vehicles (range/weight, energy class, alternative motorization) requiring less maintenance, and promoting energy-efficient driving are among ALIMA's priorities to reduce emissions linked to vehicles fuel consumption. Since 2022, several initiatives have been implemented in projects: long-term vehicle leasing, training drivers and mechanics in eco-driving gestures and proper maintenance, etc.

In December 2023, a diagnosis of the current fleet was underway in order to draw up a multi-country management strategy for ALIMA's vehicles in 2024, based on a shared assessment of the current situation and incorporating the solutions best suited to each context and each country: purchasing, long-term rental, leasing, maintenance, vehicle replacement, fleet pooling, etc.



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inventory of the entire ALIMA vehicle fleet

3 LEVERS FOR ACTION

Tools and policies

In order to provide all ALIMA teams with a framework for the implementation of the various Roadmap solutions, we carried out an inventory and review of the main framework documents (policies, internal procedures, norms, standards, data collection and reporting tools, etc.). Several tools and guidelines were created to define the principles and best practices in each domain as a prerequisite for action:

Already published	Under development	Inventories in progress
<ul style="list-style-type: none"> Waste reduction and management policy (WRMP) Practical sheet «Equipping a healthcare facility with photovoltaic systems». Practical information sheet «Creating a clean and sustainable waste area». 	<ul style="list-style-type: none"> Responsible Purchasing Policy (RPP) Air travel policy (ATP) Sustainable energy management policy (SEMP) 	<ul style="list-style-type: none"> ALIMA's vehicles Water, hygiene, sanitation and waste management infrastructure and facilities Energy infrastructure and equipment



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Training

Our training program aims to disseminate our objectives and solutions to country offices and their various projects, and to develop the technical skills needed to implement them. To achieve this, two types of training are offered.

During ALIMA's environmental planning training, humanitarian personnel (heads of mission, logisticians, medical staff, HR and finance managers, and project coordinators) are sensitized to the challenges of climate change and its impact on the health of vulnerable populations (Climate Fresco, talk by an IPCC expert, etc.). They then develop an action plan at the country and project level, with success indicators to monitor the targeted activities.

I followed the training with great interest and remember that human influence has warmed the atmosphere, ocean and land. Unfortunately, this is also having an impact on people's health.» Doctor Amadou Rhissa, former 1000 Days Project Coordinator

AMADOU RHISSA
Former 1000 Days Project Coordinator

In addition, technical training courses are offered to various professionals to reinforce the skills necessary for the successful implementation of ALIMA's environmental policies. These courses lead to certification and can be offered directly to members of staff or integrated as modules into other training programs (Medical Week, Logistics Week, etc.).



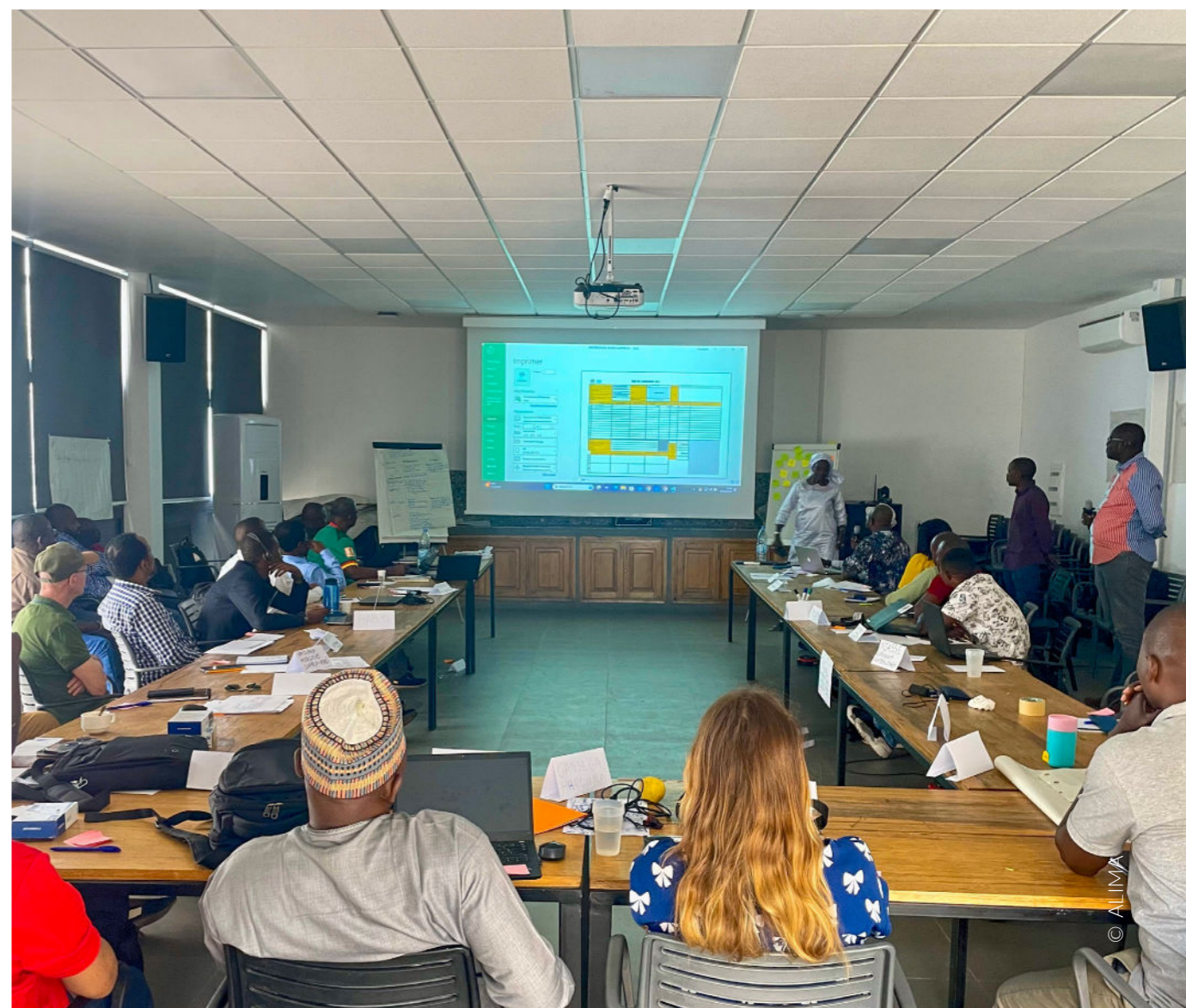
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managers trained in environmental planning since the beginning of the action

Technical support

The environmental action team supports countries, their projects, and their teams throughout the year by providing the technical and methodological expertise needed to implement the environmental roadmap.

Support takes the form of highly targeted technical training courses, assistance in drafting calls for projects and specifications, identification of technical and financial partners at the national or international level, production of methodological tools or decision-making aids, and assessment assignments conducted directly within the health structures supported by ALIMA.



6

technical training sessions for headquarters and field teams

Specific projects

By launching pilot projects, the solutions defined in the environmental roadmap can be tested, adapted, and implemented quickly and locally. The aim of this approach is to mobilize the resources needed to implement environmental actions according to defined programmatic, thematic and geographic priorities.

CRESH



Location
Ngouri (Chad)



Duration
2 years



Status
Launching



Scheduled completion
2026



Partner



The aim of the **CRESH** (Climate Resilience and Environmental Sustainability of Healthcare facilities) project is to demonstrate the feasibility of a health care model that can sustainably adapt to climate change in low-resource countries by implementing a pilot project at the Ngouri hospital in Chad and the adjoining health centers in the health district.

Phase 1 (exploratory phase) was carried out in September 2022, confirming that Ngouri Hospital is a suitable structure for implementing the project and thus enabling a partnership between ALIMA/Alerte Santé, The Climate Action Accelerator and the Ministry of Health. Phase 2 (assessment and planning phase) started in January 2023 and focusses on a Vulnerability & Capacity Assessment (VCA) based on the WHO model. This second phase resulted in November 2023 in a plan for the hospital's adaptation to climate change, with the implementation phase starting the following month.

The climate resilience of health facilities is critical to ensuring access to care, protecting staff, and responding to emergencies. The results of the VCA in Ngouri highlight the significant health risks due to climate change, including an increased risk of mortality from infectious diseases such as malaria, and underscore the importance of sustainable solutions.

DIDIER ZIDOUEMBA,
Project Coordinator Ngouri



In partnership with:



THE CLIMATE ACTION
ACCELERATOR

ECOBOOST



Location

Ndjamena (Tchad),
Ouagadougou (Burkina Faso),
Niamey (Niger), **Bangui** (RCA)



Duration

3 years



Status

in progress



Scheduled completion

Completed



Partner



The goal of the **ECOBOOST** project (in partnership with The Climate Action Accelerator) is to help the humanitarian aid sector radically transform its practices by increasing the number of organizations pursuing science-based GHG emission reduction targets (-50% by 2030) and integrating climate change adaptation plans.

Through this project, ALIMA and its partner NGOs (Keoogo, SOS Médecins, BEFEN, Alerte Santé) have benefited from the support of The Climate Action Accelerator to develop their own environmental roadmap. The project also aims to support change management within ALIMA by facilitating training for humanitarian staff. As a result, seven countries have already benefited from environmental planning training to help them integrate the roadmap solutions into their activities. Finally, the project enables ALIMA to measure its carbon footprint on an ongoing basis and to monitor and evaluate the actions set out in the roadmap.



By defining a strategic framework for our environmental activities, we were able to identify the most significant sources of emissions and act quickly. Raising awareness and training our teams in environmental planning then really kicked things into gear.

JÉRÉMY COUTELLE

Environmental Action Project Manager

In partnership with:



PLASTIK



Location
Ndjamena (Chad),
Ouagadougou (Burkina Faso)



Duration
2 years



Status
in progress



Scheduled completion
Completed



Partner



Protection civile
et aide humanitaire
de l'Union européenne

The **PLASTIK** project carried out in partnership with The Climate Action Accelerator, aims to study and test endogenous, simplified, and replicable solutions to reduce the environmental impact associated with the life cycle of medical and nutritional packaging (RUTF and plasticized drug sachets) used by humanitarian aid organizations in Ouagadougou (Burkina Faso) and N'djamena (Chad).

To this end, ALIMA established a packaging collection chain in the project areas to reduce the proliferation of plastic and metal packaging. As a result, 63.3% of the ready-to-use therapeutic food (RUTF) sachets distributed in the two countries during the year were collected and stored. Through the involvement of community leaders and health workers, we reached more than 188,544 people in these two countries. Partnerships were established with local service providers to make sustainable use of the waste: production of briquettes with insulating properties, mixtures to fill potholes in roads, reusable fuel for biomedical waste incinerators and burners, etc.



*Thanks to the **PLASTIK** project, parents have understood the link between poor management of plastic waste and the risk of increased illness in children. Mothers now act as facilitators for good practices and innovative initiatives to recycle plastic packaging*

CÉLINE BEOOGO,
Project Coordinator Ouaga

In partnership with:



THE CLIMATE ACTION
ACCELERATOR

CLEAN



Location

Mirriah (Niger),
Télimélé (Guinée)



Duration

2 years



Status

In progress



Scheduled completion

December 2024



Partner



Protection civile
et aide humanitaire
de l'Union européenne

The **CLEAN** - Contribuer à Limiter l'Empreinte des Acteurs de soins Nationaux project involves the development, testing and dissemination of a low-carbon procurement model, ecological waste management, and the use of renewable energies in the health districts of Télimélé (Guinea) and Mirriah (Niger), in partnership with The Climate Action Accelerator.

Work on infrastructure, processes, and the supply chain will enable us to test concrete decarbonization solutions adapted to two very different health, safety, and climate contexts. As of December 2023, activities were still underway in the two target health districts.



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In Mirriah, the project will improve the quality of our service by increasing access to energy to keep medical equipment running, including oxygen concentrators and aspirators for vital patient care.

DR DIARRA DRISSA,
Médecin Référent Mirriah

In partnership with:

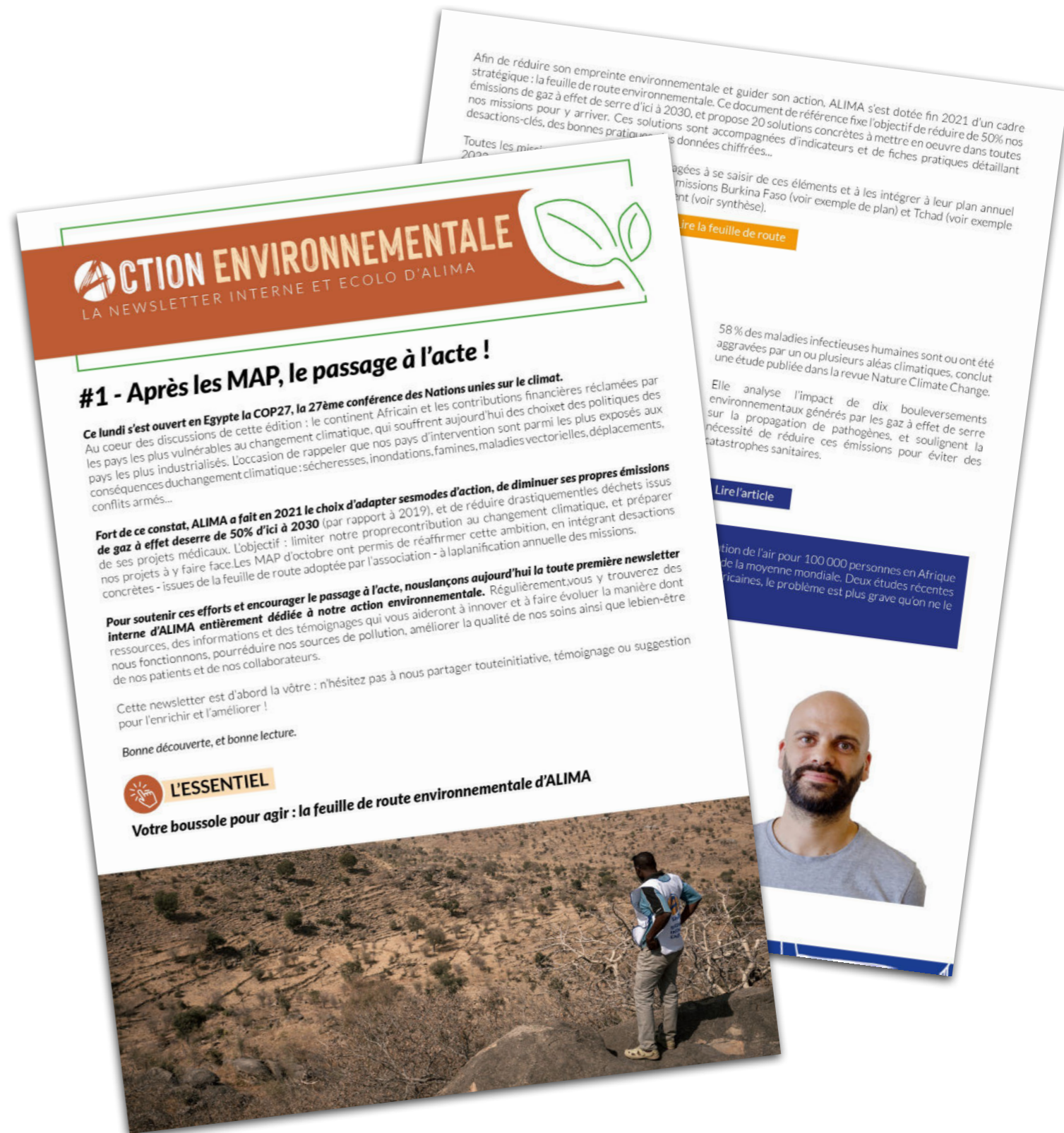


THE CLIMATE ACTION
ACCELERATOR

Governance and internal communication

To facilitate cooperation and information flow among all departments and between headquarters and the field, the environmental action team established:

- A Steering Committee that brings together the various internal stakeholders and the Climate Action Accelerator twice a year to present the latest environmental progress, report on target achievement and provide an outlook for the coming months.
- Twice-yearly progress reviews, where countries present their progress, report to the entire organization on the goals of their own environmental action plan, and learn from local experiences.
- Awareness-raising and internal communication initiatives to share and promote experience and inspire all ALIMA employees (newsletters, thematic webinars, dissemination of instructions or behaviors to adopt, etc.).



4 PROGRESS BY COUNTRY

During the first year of implementation (March 2022-March 2023), decarbonization efforts focused on four countries where ALIMA has a historical presence and a high volume of operations: Niger, Chad, Burkina Faso and the Central African Republic. At the beginning of the second year (since March 2023), other countries such as Mali and Guinea followed. Significant progress has been made in these countries in terms of environmental planning and action.

PROGRESS BY COUNTRY MISSION IN DECEMBER 2023

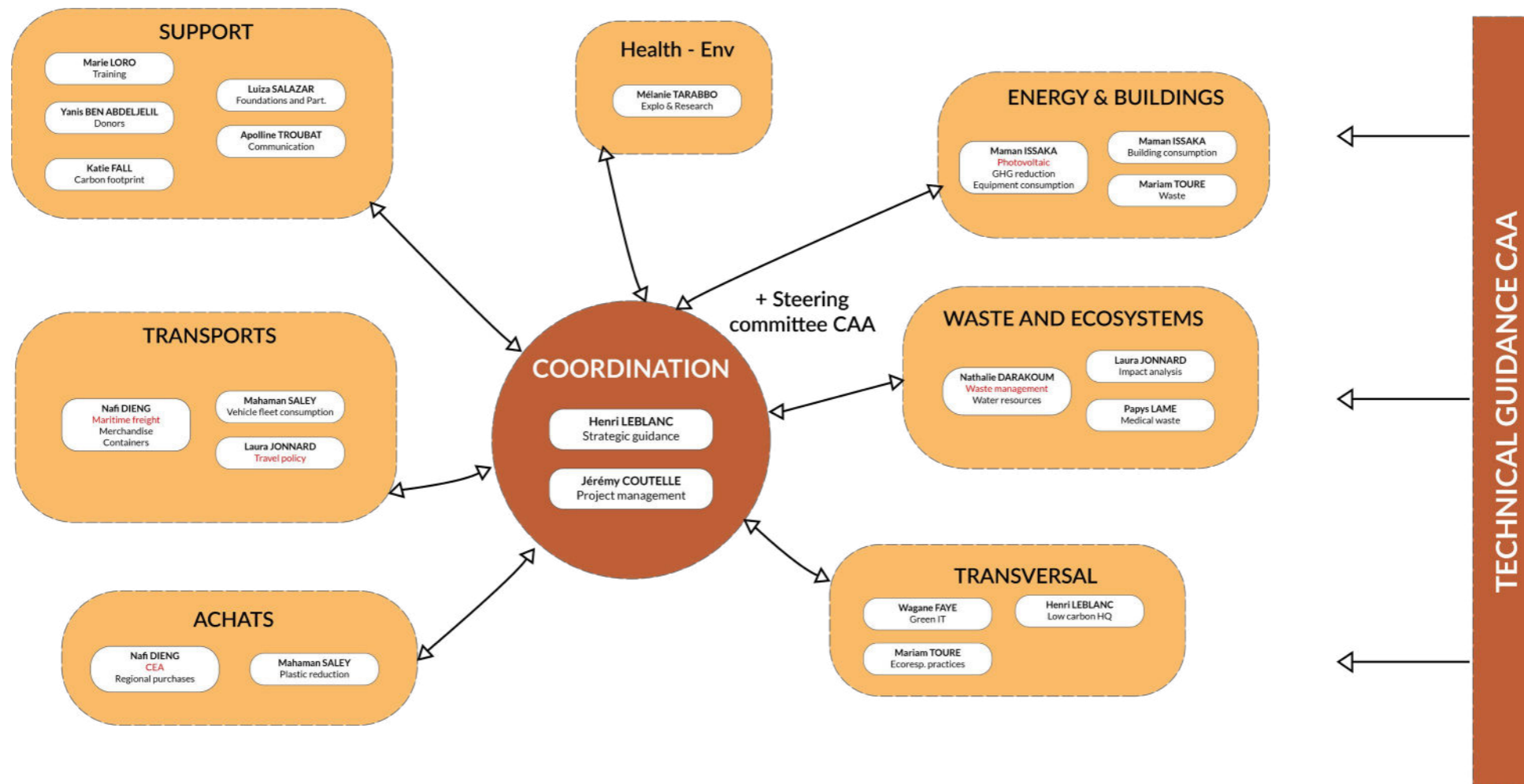


In 2024, the remaining ALIMA countries that have not yet benefited from environmental planning training will receive it (Cameroon, DRC, Mauritania, Nigeria).

5 MEANS AND RESOURCES

The environmental action team

Setting up a dedicated environmental action team and a cross-functional project organization chart at headquarters was a priority at the launch of the project. This approach made it possible to rapidly structure, coordinate and operationalize environmental action, and to internalize a number of roles and technical skills that did not exist at ALIMA.



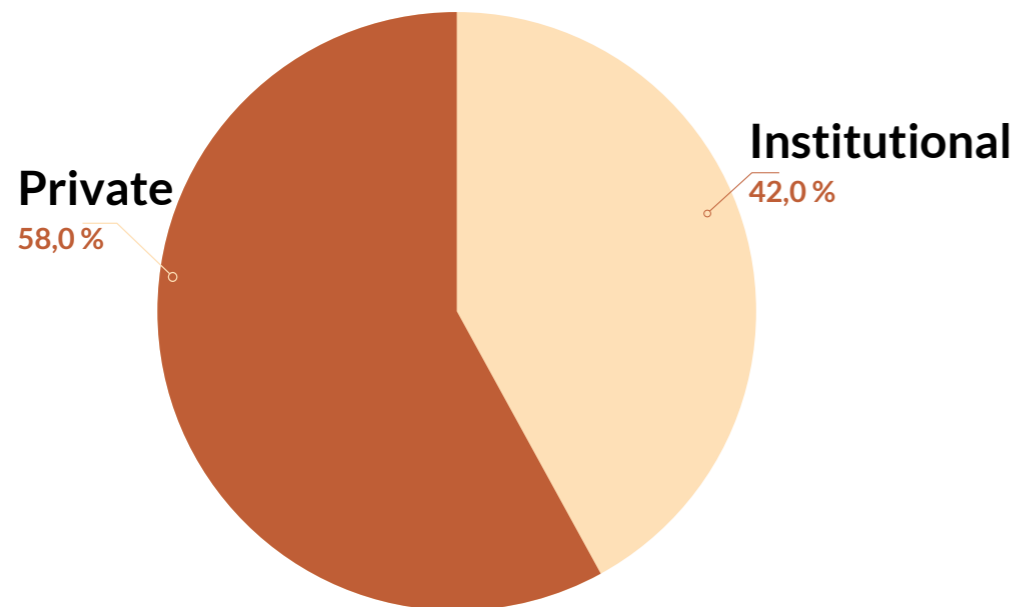
ORGANISATION CHART OF MANAGERS IN CHARGE OF SOLUTIONS (head office level)

Financing

Since the beginning of its environmental action, ALIMA has managed to raise 1,660,000 euros, which have been used to finance its transformation or to set up pilot projects to test and implement its roadmap at the local level.

ALIMA sincerely thanks all its financial partners for their support, which enables the NGO and its national partners to continue their environmental work on behalf of our patients and the most vulnerable communities, while encouraging the rest of the aid sector to engage in a similar collective momentum.

[Diagram showing the distribution of ENV grants/ donations by type of donor]



Avec la participation de

MINISTÈRE DE L'EUROPE ET DES AFFAIRES ÉTRANGÈRES
*Liberté
Égalité
Fraternité*



**ALIMA
Foundation**

Technical partners

Since 2020, The Climate Action Accelerator has been supporting ALIMA in the development and implementation of its environmental strategy. Together, the two NGOs have built ALIMA's first environmental roadmap, conducted its first two carbon assessments (2019 and 2020), led three concrete projects in the field (PLASTIK project, CRESH project, CLEAN project), and co-organized a regional event on health and the climate emergency in Dakar in October 2023. ALIMA regularly shares the lessons learned from these various projects with a large community of peers and stakeholders brought together by The Climate Action Accelerator.



Electriciens sans frontières, an international solidarity NGO, has been combating inequalities in access to electricity and water around the world since 1986. Initial collaboration between ALIMA and ESF involved the installation of solar power systems and maintenance training in Burkina Faso, Mali and Guinea. The two NGOs decided to extend their partnership by signing a multi-year agreement. ESF now provides technical support to all ALIMA teams, mainly for the integration of renewable energy in all health projects.



6 LESSONS LEARNED

01

Planning as a launch pad

Environmental planning accelerates the adoption, adaptation and implementation of the ALIMA Environmental Roadmap's priority solutions in various projects. The annual environmental action plan in each country is the cornerstone of implementation: local teams define their own priorities based on their needs and the progress they've already made. They also assign roles and responsibilities within the teams for each action, define and allocate the resources needed, and integrate them more effectively into different project call cycles with donors, for example.

02

Monitoring and evaluation to ensure continuity and relevance

Planning provides teams with an objective, measurable monitoring framework, by defining precise objectives and indicators. Monitoring is essential to guarantee the continuity of the action (in the face of common issues such as staff turnover, emergencies, limited financial resources, etc.), but also to assess the impact of activities and identify human, technical and financial needs as far upstream as possible. The monitoring framework needs to be regularly updated to question and revise the relevance of indicators in the light of any difficulties encountered (e.g. data availability or complexity).

03

Overcoming shortages of expertise through cooperation

Humanitarian workers are often confronted with a lack of initial expertise or specialists in the field, whether within ALIMA's own teams, staff of supported health structures, or local service providers. The realities are very different from one intervention zone to another, sometimes even within the same country (language, supplies, location of suppliers, security context or accessibility of the zone, etc.). In some cases, it is impossible to find or dispatch the required expertise on site. The support offered to teams in the field must take these difficulties into account and propose appropriate solutions. Likewise, local teams need to be proactive in identifying partner structures and pooling activities with other experienced actors.

04

A new approach permanently embedded in the organization

At ALIMA, the Environmental action team reports directly to the Deputy Chief Executive Officer. As such, it operates as a cross-functional unit between Operations and support departments, and has a facilitating and coordinating role to play because environmental action must not operate in a silo. The team's mission is to drive and disseminate the objectives of the environmental roadmap within the NGO, through the coordination and mobilization of specific technical expertise. Eventually, however, most of the technical expertise (WASH, Waste Management, Energy and Buildings, etc.) will be integrated into other teams (Desks, Medical Service, Logistics, etc.), as well as into the countries and projects (local level) to embed the environmental action into ALIMA's DNA. This is an important prerequisite for the large-scale operational deployment of the roadmap solutions.

05

Measurable results in the long-term

The calculation of ALIMA's carbon footprint in 2022 confirms that, despite the efforts of the last year and a half to activate our first decarbonization actions, the projected trajectory is difficult to maintain. First, the pace of implementation of roadmap solutions and their components (energy, WASH, procurement, etc.) has been slow. Second, results are often measurable only after several months, either because of delays in data availability (time needed to collect information) or because of the time it takes for impacts to become observable (e.g. fuel savings from the use of renewable energy). Nevertheless, this should encourage us to continue and accelerate our efforts: the sooner we act, the sooner we will see results.

06

New elements to include in action plans and evaluations

During the first measurements of ALIMA's carbon footprint (2019, 2020, 2022), pragmatic decisions were made to leave out certain items, given the unprecedented nature of the exercise for the NGO. Similarly, in the interest of prioritization, certain fields of action were deliberately excluded from the action plan as defined in the roadmap. ALIMA therefore needs to anticipate the inclusion of new fields of action in the calculation of our carbon footprint, as well as changes in the framework for global environmental action (e.g. the move from 3 to 5 scopes in the Carbon Footprint protocol). Finally, our future strategy must address the issue of incompressible emissions as acceptable and effective solutions become available.

An environmental action plan in each ALIMA country

After each environmental planning training (organized in each ALIMA country), the country teams will get the tools to define and develop their own annual country action plan, including activities, indicators and resources dedicated to the implementation of the roadmap. The environmental action team at headquarters will monitor each country action plan to ensure that indicators are met, resources are mobilized, and planned actions are operationalized. Technical support to field teams will also be strengthened and expanded.

Refining our strategic priorities and objectives

Our priorities are credible, realistic, and applicable at project level

The carbon footprint calculation for 2022 shows that ALIMA's purchases and fixed assets account for a larger share of total GHG emissions than originally estimated. With this in mind, we will adjust our strategy. Particular emphasis will be placed on collective action with other actors in the sector, dialogue with key suppliers for our medical purchases, life-cycle analysis of high-volume items, integration of new criteria into our purchasing procedures, and the use of recognized local suppliers. In addition, we will carry out an analysis to reassess the relevance of certain indicators in the environmental roadmap.

Performing environmental impact analysis

In 2022 and 2023, ALIMA trained its teams to use the NEAT+ tool to identify and prevent environmental risks associated with its medical projects. In order to continue and systematize this type of analysis, ALIMA intends to adapt the tool and train more humanitarian workers to integrate environmental risk management into the activities of humanitarian health projects.

Measuring the quantity of waste produced by our activities

In 2024, ALIMA plans to calculate more accurately the amount of waste emitted through its operations (and develop a comprehensive waste typology), by rolling out a waste tracking plan across hospitals, health centers, mobile clinics and remote health posts. This work has already started in the second half of 2023. It will help reduce local pollution associated with biomedical and household waste by identifying the best solutions to use throughout the life cycle of waste items.

Capitalizing on our environmental actions

Capitalization is essential for ALIMA because it allows us to highlight inspiring practices that can be replicated across all NGO projects, and even across the humanitarian sector. For this reason, we will take steps to encourage exchanges between teams in the field, at headquarters, and with the rest of the humanitarian community. Identifying best practices, highlighting successes, and sharing lessons learned will create a ripple effect that will inspire the entire organization and aid sector.



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