

Global Environment and Climate Change Strategy 2023-2025

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Index

1. Context	3
2. Structure and Scope	3
3. Transformation Lines (External Dimension).....	5
Strategic line 1: Promoting the transition to a Green Economy	5
Strategic line 2: Promoting climate adaptation of communities	7
Strategic line 3: Advocacy to promote the environmental approach and adaptation to climate change adaptation	8
4. Commitments (Internal Dimension).....	9
Strategic line 4: Strengthening internal capacities	9
Strategic line 5: Operations.....	10
5. Proposed implementation plan.....	¡Error! Marcador no definido.
6. Resources required	19
Human resources	19
Financial resources.....	20
7. Monitoring and evaluation of the Strategy.....	20

1. Context

Throughout its experience working in the generation of opportunities (both economic and educational), protection of the most vulnerable and humanitarian aid, Ayuda en Acción **has highlighted the importance of the environment for human beings**, seeing how environmental problems directly affect populations depending on their geographic position and economic means.

Over the years, Ayuda en Acción has developed multiple projects with an environmental approach, such as natural risk prevention, drought impact reduction, flood recovery, integrated ecosystem management or the promotion of decentralized renewable energies.

Ayuda en Acción recognizes that the **climate crisis** the world is facing shows that environmental degradation and unsustainable use of natural resources minimizes the development efforts that have been made over the past 40 years. Thus, the fight against the climate crisis and the preservation of the environment becomes a priority to be approached from the logic of climate justice.

In December 2020, Ayuda en Acción approved its **Environmental Policy**, the objective of which is to establish the reference framework that should govern the conduct of the organization and the people who make up the organization in environmental matters, ensuring a behavior that is jointly responsible with the environment. In addition, the organization approved its renewable energy strategy, which is currently being developed in Uganda.

In its **2023-2025 Guidelines**, Ayuda en Acción focuses its work on climate change adaptation, together with the other three GAPS: Generating Opportunities, Protecting from Intolerance and Saving Lives.

In its operational guide for the "**Inclusive Systems Development**" approach, Ayuda en Acción states that climate change is a systemic element that affects the future of the most vulnerable individuals and peoples, which makes it necessary to understand the effect it has on natural and human systems. To confront climate change, it is important to identify the different incentives of the actors involved, build capacity to mitigate its effects, generate ecosystem-based alternatives, and define adaptation strategies that put people at the center.

In its **Humanitarian Strategy 2023-2026**, Ayuda en Acción links its humanitarian work with the fight against climate change, assuming that this is already causing serious consequences in terms of displacement, changes in the patterns of certain disasters, worsening of hunger, impact on health, among others. In this sense, we are committed to a green humanitarian action that minimizes its possible impacts on the environment.

Ayuda en Acción belongs to the **Alliance 2015** international network, whose first impact objective for the 2021-2025 period is to build climate resilience pathways to drive more equitable and effective humanitarian and development outcomes.

2. Structure and scope

The Global Environment and Climate Change Strategy 2023-2025 presented here is based on Ayuda en Acción's experience and knowledge, and organizes the work that is already being done to project it in an orderly, measurable and plannable way over the next three years. The strategy is framed within the organization's fundraising and program execution framework.

The strategy is articulated around **5 strategic lines, 3 of which have an external dimension and are called transformation lines or direct action**, and the other **2 have an internal dimension and are called commitments**. The distinction between internal and external dimensions is operational, since many actions involve a continuum that goes from the internal to the external (and vice versa). The 5 strategic lines are specified and disaggregated into **lines of action** and indicators for their measurement.

The strategy is global, i.e., the strategic lines and lines of action are common to the entire organization, and should serve to guide the work of all the organization's work areas and all the countries where AeA has a geographical presence. In each work area and country, the strategy must be specified in auditable **Annual Operating Plans**, taking into account the particular context and the rest of the strategies in force.



3. Transformation Lines (External Dimension)

Strategic line 1: Promoting the transition to a Green Economy

The Green Economy is the economy that results in improved human welfare and social equity for people as well as an environmentally sustainable economy.

1. That is, on the one hand, **the Green Economy is an engine of social equity**, as it puts in place a respect for human rights, citizen participation, inclusion of vulnerable communities and ensuring fair labor conditions.
2. On the other hand, the Green Economy seeks to ensure the sustainability of the environment, a sustainable and respectful extraction of its natural resources, and the regeneration of nature, significantly reducing environmental risks.

The transition towards this economy therefore means combining in a single effort the economic, social and environmental transition, putting as a driving force the good performance of all ecosystem actors (including at least government institutions, private companies and academia), which must find added value in the Green Economy, and the generation of opportunities for the most vulnerable populations, such as renewable energies, sustainable extraction of resources from jungles and forests, reforestation or mitigation of the cutting and felling of forests.

Based on the above, the first line of action of particular interest to the organization includes the generation of green opportunities, through conservation work in areas of high added value, including forests and jungles, and which has to do with protecting and conserving the environment, reducing pollution and promoting employment opportunities and green entrepreneurship for the local population.

The second line of action is the transformation of the energy model, replacing fossil fuels with decentralized renewable energies. Sustainable Development Goal 7 requires us to promote universal access to affordable, safe, sustainable and modern energy, which must be promoted through decentralized solutions that stimulate the local economy and generate employment.

To make progress on the two lines of action, mobilizing climate finance will be key.

LINES OF ACTION

- Line of action 1.1: Generation of green opportunities¹
- Line of action 1.2: Promotion of Renewable Energies and Energy Efficiency through decentralized solutions

INDICATORS

- #/% of initiatives promoted with a green economy perspective
- # people and institutions trained in green economy
- # of green jobs generated or transformed
- # of green businesses (entrepreneurs) created and/or supported
- # of people and/or companies with access to modern renewable energy services
- # tons of CO2 mitigated
- # of climate and environmental vulnerability analysis in communities
- # of early warning systems and risk reduction plans

¹ Prioritizing ecosystem-based mitigation (EbM) solutions, mitigation actions, circular economy initiatives, and the implementation of the ecosystem approach in vulnerable and reserve areas.

Strategic line 2: Promoting climate adaptation of communities

The average global temperature has already risen by 1.2 degrees Celsius above pre-industrial times, and is expected to reach 1.5 degrees Celsius sometime this decade. The best way to mitigate the impacts of climate change is to reduce greenhouse gas emissions and adapt quickly to the new situation by identifying potential hazards, reducing exposure and vulnerability, and establishing transformative medium- and long-term strategies.

Not all areas and people are equally vulnerable to extreme weather events such as cyclones and droughts, or the consequences of climate change on livelihoods, health or the environment. In the most vulnerable communities, a special adaptation effort must be made to protect lives, homes, communities and the most climate- and water-dependent activities such as agriculture, fisheries and livestock, prioritizing ecosystem-based adaptation (EbA) solutions, and developing early warning systems where necessary.

LINES OF ACTION

- Line of action 2.1: Analyze environmental and climate risks in areas and work areas of the organization and develop risk mitigation strategies.
- Line of action 2.2: Promote climate adaptation of the most vulnerable communities and their economic and productive livelihoods, as well as their support networks.

INDICATORS

- #/% of intervention analysis
- # of environmental and climate risk analysis
- # of mitigation strategies
- # of climate adaptation projects through nature-based adaptation solutions
- # of early warning and risk reduction systems in place
- # people and institutions trained in climate change adaptation actions
- # of climate and environmental vulnerability analysis in communities
- # early warning systems and risk mitigation plans

Strategic line 3: Advocacy to promote the environmental approach and adaptation to climate change

Many environmental problems, and especially climate change, are global problems. Greenhouse gases or unsustainable consumption in one place contribute to climate change or deforestation elsewhere, and the most vulnerable communities, many in the Global South, have the least historical responsibility for generating the problem. Therefore, to curb environmental degradation and climate change, it is not only necessary to work on where the consequences manifest themselves, but also on the policies that cause them.

Young people will be the most affected by current and future environmental deterioration and climate change, because they will spend most of their lives in an environmentally vulnerable world, but on the other hand, they take action and have a great power to transform in the medium and long term.

LINES OF ACTION

- Line of action 3.1: Advocacy actions at local, national and international levels to promote environmental and climate sustainability.
- Line of action 3.2: Integration of Global Citizenship Education programs or actions focused on raising awareness and/or mobilizing young people in favor of the environment and the fight against climate change in the projects and programs of Ayuda en Acción.

INDICATORS

- # of advocacy actions at the local, national and international levels
- # of awareness-raising actions that substantially incorporate the environmental and climate issue
- # of communications, events and publications on Migration and Climate Change
- # of conferences and events in which we participate
- # of people and institutions involved in the actions and events organized
- # of young people sensitized and/or mobilized in favor of the environment and climate change

4. Commitments (Internal dimension)

Strategic line 4: Strengthen internal capacities

The Ayuda en Acción team is highly motivated to tackle the fight against environmental degradation and climate change, but it needs tools and training to make its work effective. For this reason, the organization will be equipped with guides for the identification, formulation, monitoring and evaluation, operational procedures or checklists, which will facilitate the identification of risks, the development of adaptation plans, the design of advocacy and Global Citizenship Education campaigns, the measurement of the Carbon Footprint, or the promotion of responsible resource management.

To ensure that the entire organization's team is aware of the strategy and the tools available, a training program will be implemented to promote attitudes, skills and knowledge, with a practical vocation to ensure that the environmental and climate dimension permeates all the organization's programs.

LINES OF ACTION

- Line of action 4.1: Availability of tools to facilitate the implementation of the strategy
- Line of action 4.2: Train human resources of the organization and partner organizations, as well as other stakeholders on the implementation of the strategy.
- Line of action 4.3: Adaptation of programs in all areas of the organization to incorporate the global Environment and Climate Change strategy.

INDICATORS

- # of tools created or updated
- # person-hours trained
- # of reference persons on environment and climate change in each country/region and in each sectoral field

Strategic line 5: Operations

To avoid the worst effects of climate change, it is essential to comply with the Paris Agreement and achieve carbon neutrality by 2050. This challenge is of enormous magnitude because it requires a complete transformation of the global energy system and the most harmful modes of production and consumption.

As an organization committed to climate change, Ayuda en Acción will reduce its carbon footprint in the coming years by measuring its emissions in 2024 and setting ambitious targets for 2030. The effort will not be limited to greenhouse gas emissions; we will work to reduce the use of non-renewable materials and the generation of waste.

LINES OF ACTION

- Line of action 5.1: Reduction of the organization's carbon footprint
- Line of action 5.2: Increased efficiency in the use of material resources, energy, and waste production.
- Line of action 5.3: Increasing the percentage of renewable resources and energy use

INDICATORS

- # baselines implemented to audit the current level of carbon footprint
- % reduction in carbon footprint
- % reduction in the use of material resources, energy, and waste production
- % increase in resource and renewable energy use

5. Proposed implementation plan

STRATEGIC LINE	LINE OF ACTION	OUTCOMES	ACTIVITIES	2023	2024	2025	COMMENTS
1: Promoting the transition to a Green Economy	1.1: Generation of green opportunities	At least 10 initiatives promoted with a green economy perspective have been launched by 2025.	Identify and formulate initiatives to seek financing with a green economy perspective.	5	10	20	70% will be developed in Latin America and Central America, and 30% in Africa.
			Implement initiatives with a green economy perspective	3	5	8	
			Evaluating initiatives with a green perspective	0	2	4	The evaluation will serve to readjust the project cycle.
	1.2: Promotion of Renewable Energies and Energy Efficiency through Decentralized Solutions	By 2025 at least 3,000 individuals and 1,000 enterprises (MSMEs) have access to modern renewable energy services and have improved the energy efficiency of the equipment they use.	Identify and formulate Decentralized Renewable Energy and Energy Efficiency initiatives.	2	4	6	
			Implement Renewable Energy and Energy Efficiency initiatives.	1	3	5	

STRATEGIC LINE	LINE OF ACTION	OUTCOMES	ACTIVITIES	2023	2024	2025	COMMENTS
			Evaluate Renewable Energy and Energy Efficiency initiatives.	0	2	3	
2: Promoting climate adaptation of communities	2.1: Analyze environmental and climatic risks in areas and work areas of the organization and develop risk mitigation strategies.	By 2025, half of the organization's interventions have an environmental risk analysis in place	Apply the environmental and climate risk screening / identification tool to new initiatives.	0%	30%	50%	
		By 2025, half of the organization's interventions with high environmental and/or climate risks will have an environmental impact study.	Conduct environmental impact studies for interventions with high environmental and/or climate risk.	0%	30%	50%	
		By 2025 half of the organization's interventions have a risk mitigation strategy or plan in place	Carry out risk mitigation strategies or plans	0%	30%	50%	
	2.2: Promote climate adaptation of the most vulnerable communities and their economic and	By 2025, all communities with high vulnerability to climate change have initiated a climate adaptation process.	Identify communities with high vulnerability to climate change and extreme weather events.	100%	100%	100%	Adaptation processes can take many years or be ongoing processes, so the outcome is to

	productive livelihoods and support networks.						put them into action.
			Develop adaptation and early warning strategies/plans in highly vulnerable communities.	10%	30%	50%	
			Initiate the implementation of the climate adaptation and early warning process.	10%	30%	50%	
STRATEGIC LINE	LINE OF ACTION	OUTCOMES	ACTIVITIES	2023	2024	2025	COMMENTS
3: Advocacy to promote an environmental approach and adaptation to climate change	3.1: Carrying out advocacy actions at local, national and international levels to promote environmental and climate sustainability	By 2025, in all regions where AeA works, at least one advocacy line will have been implemented	Identify in each of the locations the advocacy lines to be developed by AeA.	50%	75%	100%	
			Design in each of the locations the advocacy lines to be developed by AeA.	40%	60%	100%	
			To set up an advocacy line in each of the locations.	30%	50%	100%	

		By 2025, in all the countries where AeA works, at least one advocacy line has been implemented.	Identify in each country the advocacy lines to be developed by AeA.					
			Design in each country the advocacy lines to be developed by AeA.					
			Implement an advocacy line in each country.					
		At least one international advocacy campaign is underway by 2025	Adhering to the most relevant international initiatives	1	3	6		
			Identify campaign theme(s)	x				
			Design the campaign/s		x			
			Implement campaign(s)		x	x		
		3.2: Development of Global Citizenship Education programs aimed at raising awareness and/or mobilizing young people in favor of the	At least one Global Citizenship Education program is in place by 2025 to raise awareness and/or mobilize young people.	Identify the program(s)	x			
				Design the program(s)		x		
				Implement the program(s)		x	x	

STRATEGIC LINE	LINE OF ACTION	OUTCOMES	ACTIVITIES	2023	2024	2025	COMMENTS
	environment and the fight against climate change.						
4: Strengthening internal capabilities	4.1: Availability of tools to facilitate the implementation of the strategy	In 2025, 6 basic tools are available to implement the strategy	Develop an environmental and climate risk screening / identification tool.		x	x	
			Develop a participatory tool for identification and development of climate change adaptation strategies/plans.		x	x	
			Develop an advocacy guide on environment and climate change		x	x	
			Develop a Global Citizenship Education guide on environment and climate change.	x	x		
			Develop a carbon footprint tool		x	x	

			Develop a guide for responsible resource management		x	x	
4.2: Train the human resources of the organization and partner organizations, as well as other stakeholders, on the implementation of the strategy	By 2025 all the organization's staff is aware of the basic concepts of environment and change, and the organization's Strategy.		Provide basic training on Environment, Climate Change and the Strategy to all the organization's personnel.	25%	75%	100%	Face-to-face, mixed, online, or self-training sessions are possible.
			Providing training on tools	50%	75%	100%	Priority will be given in 2023 to people responsible for identifying and designing initiatives
4.3: Adaptation of programs in all areas of the organization to incorporate the global strategy on Environment and Climate Change.	By 2025 all of the organization's programs are adapted		Adapting International Cooperation programs	50%	75%	100%	
			Adapting Humanitarian Aid programs	50%	75%	100%	
			Adapt Advocacy and Global Citizenship Education programs.	50%	75%	100%	
			Adapting internal management	10%	50%	100%	

STRATEGIC LINE	LINE OF ACTION	OUTCOMES	ACTIVITIES	2023	2024	2025	COMMENTS
			programs (purchasing, compliance, financing, etc.)				
5: Operations	5.1: Reducing the organization's carbon footprint	In 2025, the carbon footprint of the organization and its interventions is measured.	Establish baseline, targets and measures at Madrid headquarters		x		
		By 2025, the environmental footprint of the organization and its operations has been reduced by 25%.	Establish the baseline, objectives and measures at headquarters outside Madrid			x	
			Establishing the baseline, objectives and measures in projects			x	
			Implement GHG emission reduction measures throughout the organization.	0%	20%	30%	
	5.2: Increased efficiency in the use of material	By 2025, the carbon footprint of the organization and its	Establish baseline, targets and measures at Madrid headquarters	x			

	resources, energy, and waste generation	interventions has been reduced by 25%.	Establish the baseline, objectives and measures at headquarters outside Madrid		x		
			Establishing the baseline, objectives and measures in projects			x	
			Implement environmental footprint reduction measures throughout the majority of the organization.	0%	10%	25%	
	5.3: Increasing the percentage of resource and renewable energy use	By 2025, the use of resources and renewable energy by the organization and its interventions has been increased by 25%.	Design a roadmap to increase the use of resources and renewable energy by 25%.			x	
			Implement the roadmap	5%	15%	25%	

6. Resources required

Human Resources

The implementation of this strategy requires the participation of all the organization's personnel, although with differentiated responsibilities at three levels:

Leadership and coordination

There should be at least one general manager of environment and climate change, one manager of the areas of cooperation and humanitarian action, and another of the areas of advocacy and Global Citizenship Education.

This team should be in charge of driving the activities described in the implementation plan, driving and raising awareness internally, and serving as a focal point of reference within the organization to address the most complex issues that cannot be solved at the project level, so they should have advanced knowledge of the environment and climate change.

Project team

All personnel involved in identifying, formulating, implementing and monitoring must have an understanding of the strategic lines, the proposed outcomes and the activities to be implemented in the 2023-2025 period, as well as the tools available to the organization.

In each country, a reference person in environment and climate change should be appointed to drive the team and facilitate the dialogue between the general coordination and the people involved in each project.

People not directly involved in the projects

People not involved in the projects, for example from administration, purchasing, human resources, compliance, communication, etc., must have knowledge of the strategy, which will allow them to facilitate its fulfillment.

It is estimated that in order to implement the plan and achieve the targets set for 2025, the equivalent of five full-time staff members will be required throughout the organization for three years.

Technical resources

The implementation plan details the need to have six basic tools, to train all the organization's personnel at different levels, to carry out risk analyses in all actions, to develop adaptation and/or early warning plans for the most vulnerable groups, and to implement the multiple initiatives planned in strategic lines 4 and 5.

These activities do not require infrastructure, equipment, or inputs other than those used in project design, as they are knowledge-based.

Financial resources

The financial resources are equivalent to the remuneration of five full-time qualified people for 3 years (people hired by the organization and/or through external consultancies).

7. Monitoring and evaluation of the Strategy

The monitoring and evaluation of the strategy must be continuous with specific moments of more in-depth assessment that can serve as turning points or points of return to adapt to the context and its evolution, both the strategy and the implementation plan and the resources necessary for the operationalization of this implementation plan.

A qualitative and quantitative assessment of the strategy will be carried out by the general manager of environment and climate change on a semi-annual basis at the beginning. After about two (2) or three (3) years of implementation, this assessment may be on an annual basis.

The main purpose of this assessment is to monitor the implementation of the strategy.

In addition to this assessment, an evaluation of the strategy will be conducted every three (3) years. This exercise will seek to aggregate the results of the assessments, but above all it will seek to identify the factors that have evolved (minor or major internal and external changes) that influence the strategy and its implementation plan. Based on the findings and conclusions of this assessment, the strategy will be updated. If there are no significant changes, the strategy may remain unchanged, but in any case the status quo must respond to an evaluation process.

In the event of major changes occurring before the assessment deadline (changes in regulatory frameworks, legal or voluntary requirements to be integrated, etc.), the strategy may be updated more frequently. The six-monthly assessments may serve as ideal moments to make such changes and updates.

Monitoring will be performed using AeA's established technical and compliance reporting systems.

