

# HEADQUARTERS APPEAL

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ICRC



# **HEADQUARTERS APPEAL 2015**

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# ABBREVIATIONS AND DEFINITIONS

|   |  |  |
|---|--|--|
| A | Additional Protocol I  | Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Protection of Victims of International Armed Conflicts (Protocol I), 8 June 1977  |
|   | Additional Protocol II                                       | Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Protection of Victims of Non-International Armed Conflicts (Protocol II), 8 June 1977   |
|   | Additional Protocol III                                      | Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Adoption of an Additional Distinctive Emblem (Protocol III), 8 December 2005  |
|   | 1977 Additional Protocols                                    | Additional Protocols I and II  |
|   | African Union Convention on IDPs                             | Convention for the Prevention of Internal Displacement and the Protection of and Assistance to Internally Displaced Persons in Africa, 23 October 2009   |
|   | AIDS   | acquired immune deficiency syndrome  |
|   | Anti-Personnel Mine Ban Convention                           | Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on their Destruction, 18 September 1997   |
| B | Armed conflict(s)  | international and/or non-international armed conflict(s), as governed <i>inter alia</i> by the Geneva Conventions of 12 August 1949 and their two Additional Protocols of 1977 and by customary international law  |
|   | Arms Trade Treaty  | Arms Trade Treaty, 2 April 2013  |
| B | Biological Weapons Convention                                | Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction, 10 April 1972   |
| C | CHF  | Swiss francs   |
|   | Chemical Weapons Convention                                  | Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction, 13 January 1993  |
|   | Convention on Certain Conventional Weapons                   | Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to be Excessively Injurious or to Have Indiscriminate Effects, 10 October 1980   |
| F | Convention on Enforced Disappearance                         | International Convention for the Protection of All Persons from Enforced Disappearance, 20 December 2006   |
|   | Fundamental Principles                                       | Fundamental Principles of the International Red Cross and Red Crescent Movement: humanity, impartiality, neutrality, independence, voluntary service, unity, universality  |
| G | 1949 Geneva Conventions                                      | Convention (I) for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field, 12 August 1949<br>Convention (II) for the Amelioration of the Condition of Wounded, Sick and Shipwrecked Members of Armed Forces at Sea, 12 August 1949<br>Convention (III) relative to the Treatment of Prisoners of War, 12 August 1949<br>Convention (IV) relative to the Protection of Civilian Persons in Time of War, 12 August 1949                                      |
|   | Hague Convention on Cultural Property                        | Convention for the Protection of Cultural Property in the Event of Armed Conflict, 14 May 1954   |
|   | Health Care in Danger project                                | “Health Care in Danger (Respecting and Protecting Health Care in Armed Conflict and Other Emergencies)” is an ICRC project that aims to ensure that the wounded and sick in armed conflict and other emergencies are protected and have better access to health care through the concerted efforts of the ICRC, National Societies, governments, weapon bearers and health care personnel across the world. The project is supported by a global communication campaign, “Life and Death”. |
|   | HIV  | human immunodeficiency virus   |
|   | ICRC   | International Committee of the Red Cross, founded in 1863  |
| I | IDPs   | internally displaced people  |
|   | International Conference                                     | International Conference of the Red Cross and Red Crescent, which normally takes place once every four years   |
|   | International Federation                                     | The International Federation of Red Cross and Red Crescent Societies, founded in 1919, works on the basis of the Fundamental Principles, carrying out relief operations in aid of the victims of natural disasters, health emergencies, and poverty brought about by socio-economic crises, and refugees; it combines this with development work to strengthen the capacities of its member National Societies.  |
|   | IHL  | international humanitarian law   |
| K | IOM  | International Organization for Migration   |
|   | KCHF   | thousand Swiss francs  |
| M | Montreux document on private military and security companies | The Montreux document on pertinent international legal obligations and good practices for States related to operations of private military and security companies during armed conflict  |
|   | Movement   | The International Red Cross and Red Crescent Movement comprises the ICRC, the International Federation and the National Red Cross and Red Crescent Societies. These are all independent bodies. Each has its own status and exercises no authority over the others.  |

## ABBREVIATIONS AND DEFINITIONS

|   |  |  |
|---|--|--|
| N | National Society   | The National Red Cross or Red Crescent Societies embody the Movement's work and Fundamental Principles in about 180 countries. They act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a range of services, including disaster relief and health and social programmes. In times of conflict, National Societies assist the affected civilian population and, where appropriate, support the army medical services.   |
|   | NATO   | North Atlantic Treaty Organization   |
|   | NGO  | non-governmental organization  |
|   | <i>Non-refoulement</i>   | <i>Non-refoulement</i> is the principle of international law that prohibits a State from transferring a person within its control to another State if there are substantial grounds to believe that this person faces a risk of certain fundamental rights violations, notably torture and other forms of ill-treatment, persecution or arbitrary deprivation of life. This principle is found, with variations in scope, in IHL, international human rights law and international refugee law, as well as in regional instruments and in a number of extradition treaties. The exact scope of who is covered by the principle of non-refoulement and which violations must be taken into account depends on the applicable legal framework that will determine which specific norms apply in a given context. |
| O | OCHA   | United Nations Office for the Coordination of Humanitarian Affairs   |
|   | OHCHR  | Office of the United Nations High Commissioner for Human Rights  |
|   | Optional Protocol to the Convention on the Rights of the Child | Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, 25 May 2000   |
|   | Other situations of violence                                   | Situations of collective violence below the threshold of an armed conflict but generating significant humanitarian consequences, in particular internal disturbances (internal strife) and tensions. The collective nature of the violence excludes self-directed or interpersonal violence. In such situations of collective violence, the ICRC may take any humanitarian initiative falling within its mandate as a specifically neutral, impartial and independent organization, in conformity with the Statutes of the Movement, article 5(2)(d) and 5(3).   |
| P | POWs   | prisoners of war   |
| R | RCMs   | Red Cross messages   |
|   | Remotely piloted aircraft                                      | Any aerial vehicle, including those from which weapons can be launched or deployed, operated by one or more human operators who are not physically located on board  |
|   | Restoring Family Links Strategy for the Movement               | In November 2007, the Movement's Council of Delegates adopted the Restoring Family Links Strategy for the Movement. The strategy, which covers a ten-year period, aims to strengthen the Movement's family-links network by enhancing the capacity of its components to respond to the needs of those without news of family members owing to armed conflict, other situations of violence, natural disasters or other circumstances, such as migration.   |
|   | Rome Statute   | Rome Statute of the International Criminal Court, 17 July 1998   |
| S | Safer Access Framework   | A set of measures and tools, grounded in the Fundamental Principles, that National Societies can use to prepare for and respond to context-specific challenges and priorities; such measures put a premium on mitigating the risks they face in sensitive and insecure contexts and on increasing their acceptance and access to people and communities with humanitarian needs.   |
|   | San Remo   | The International Institute of Humanitarian Law, in San Remo, Italy, is a non-governmental organization set up in 1970 to spread knowledge and promote the development of IHL. It specializes in organizing courses on IHL for military personnel from around the world.   |
|   | Seville Agreement and its Supplementary Measures               | The 1997 Seville Agreement and its 2005 Supplementary Measures provide a framework for effective cooperation and partnership between the members of the International Red Cross and Red Crescent Movement.   |
|   | "Strengthening IHL" process                                    | This process implements Resolution 1 of the 31st International Conference, at which the ICRC was tasked, in cooperation with States, with pursuing further research/consultation and proposing recommendations with a view to (i) ensuring that IHL remains practical and relevant in providing legal protection to all people deprived of their freedom in relation to armed conflict and (ii) enhancing and ensuring the effectiveness of IHL compliance mechanisms. It will present the results to the next International Conference in 2015.   |
|   | Study on customary international humanitarian law              | A 5,000-page text that is the outcome of eight years of research by ICRC legal staff and other experts who reviewed State practice in 47 countries and consulted international sources such as the United Nations and international tribunals.   |
| T | TB   | tuberculosis   |
| U | UN   | United Nations   |
|   | UNDP   | United Nations Development Programme   |
|   | UNESCO   | United Nations Educational, Scientific and Cultural Organization   |
|   | UNHCR  | Office of the United Nations High Commissioner for Refugees  |
|   | UNICEF   | United Nations Children's Fund   |
|   | WFP  | World Food Programme   |
| W | WHO  | World Health Organization  |





# MESSAGE FROM THE PRESIDENT



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In all the diverse, unpredictable and complex situations of armed conflict in which the ICRC is working around the world, one common feature is the widening gap between overwhelming humanitarian needs and an adequate global response. As more and more people require protection and assistance in increasingly volatile contexts, so the pressure grows on humanitarian organizations like the ICRC to respond effectively.

The difficulty of gaining access and really making a difference to the most vulnerable people in many of today's intractable armed conflicts and other situations of violence may at times highlight the constraints and limits on neutral, impartial and independent humanitarian action, yet at the same time offer new opportunities to reaffirm its significance. As even the most fundamental rules of IHL are commonly violated by parties to armed conflict, implementing and clarifying or developing the law becomes more critical than ever. Working to improve compliance with IHL by State and non-State actors remains at the heart of the ICRC's mandate and activities at all levels.

Several of the ICRC's most daunting operations over the past year – all of which remain priorities in 2015 – illustrate the challenges and ultimately the potential of an approach based on the Fundamental Principles yet oriented towards practical and pragmatic solutions. In the Syrian Arab Republic (hereafter Syria), which entered its fourth year of crisis with no political solution to the conflict in sight, practically the entire population has been directly or indirectly affected by the fighting and the constraints on humanitarian aid. While the ICRC, working closely with the Syrian Arab Red Crescent, has delivered much-needed food, water, medical aid and other relief items to hundreds of thousands of people – on both sides of front lines – more needs to be done. The ability to reach those in need remains extremely limited because of the desperate insecurity and the lack of authorizations by the various parties to the conflict. Similarly, in Iraq – already feeling the strain of the crisis in Syria before fighting that began in Anbar province escalated across various parts of the country and displaced hundreds of thousands of people – the ICRC is engaged in a massive relief operation, yet access to all those in need remains extremely difficult. In both cases, engaging State and non-State actors in dialogue to obtain humanitarian access and security guarantees is as challenging as it is crucial.

In Egypt, Iraq, Jordan and Lebanon, the ICRC is working with the National Societies and other stakeholders to protect and assist those seeking safe haven from the fighting in Syria, for example by helping them re-establish family links and delivering essential aid. As the local response capacities of crisis-affected countries throughout the Middle East buckle under the growing strain – with health systems overstretched, habitats fundamentally transformed, and water and other resources in short supply – the need clearly emerges for a broader, regional humanitarian response.

In Ukraine, the ICRC will continue to do all it can to boost its operations, as needed, in the conflict-affected east of the country. Its role as a neutral intermediary facilitating the safe passage of relief goods and medical supplies for affected populations in what is a highly volatile and sharply polarized context is gaining growing recognition.

In the Ukraine conflict, as in armed conflicts around the world, the ICRC continues to make every effort to urge all parties to comply with IHL, sharing its concerns bilaterally, aiming to ensure that the right balance is struck between military necessity and humanitarian considerations.

In some cases, this balance is clearly not respected. In the Gaza Strip (occupied Palestinian territory), for example, the intensity of the armed conflict earlier this year – in one of the world's most densely populated areas – had a simply unacceptable impact on the already beleaguered civilian population, raising serious concerns about the conduct of hostilities, including with regard to the use of heavy or highly explosive weapons in urban areas. In partnership with the Palestine Red Crescent Society, the ICRC delivered life-saving aid and evacuated the wounded in extremely difficult circumstances, against almost impossible odds. While the organization remains committed to helping the devastated communities rebuild, any sustainable recovery will require the parties to the conflict to address the underlying problems, including those related to prolonged occupation.

Other contexts that will remain high on the ICRC's agenda in 2015 include the Central African Republic and South Sudan, both still suffering major humanitarian crises as extreme levels of violence and atrocities against civilians continue unabated. In the face of overwhelming needs, the ICRC is committed to expanding its operations in both countries, despite the tremendously testing environment.

In its staunch defence of neutral, impartial and independent humanitarian action, the ICRC's overriding challenge now and in the near future is to pursue more innovative ways to respond to needs, enabling it to connect more effectively with its beneficiaries, integrating their point of view in the design and implementation of activities, and to reach the greatest number of people as rapidly and efficiently as possible. The ICRC will be guided in this by its 2015–2018 Institutional Strategy, an ambitious plan that places protection at the forefront of its response and aims to enhance that response in the face of growing humanitarian needs. It also aims to secure the widest possible support for the ICRC's action and to contribute to a more significant response of the Movement to large-scale emergencies, while adapting and strengthening its organizational capacities to sustain growth and relevant, effective humanitarian action.

Within the ICRC's expanding operations, a number of specific areas and concerns will be prioritized in the years ahead. One priority is to further increase the ICRC's response to health needs, particularly surgical care for the wounded, health care for detainees and the rehabilitation of persons with disabilities. Another is to strengthen the ICRC's response to sexual violence, addressing both the causes and the effects in a holistic way that encompasses the provision of health care and support, protection, awareness raising and prevention. A third priority is to consolidate and reinforce the ICRC's approach to addressing the humanitarian needs of IDPs, refugees, populations affected by urban violence and vulnerable migrants, bridging identified protection and assistance gaps with a coherent, multidisciplinary response.

In parallel, the ICRC will more proactively seek to address evolving legal and policy challenges with a view to strengthening its capacity to protect people affected by conflict. Further developing and improving methods and tools for engaging armed groups, in particular regarding their compliance with IHL, will be just one aspect of this.

In the field of humanitarian diplomacy, the ICRC will further strengthen and develop its outreach not only to governments and partner organizations, but also academic and policy centres, civil society organizations and private corporations, with a view to sharing experiences, reflecting on current dilemmas and cooperating on the development of innovative approaches to humanitarian action.

The ICRC recognizes that building a broader support base through engagement with more diverse stakeholders is essential to strengthening the acceptance, perception and relevance of its response. Gaining access and proximity to ever greater numbers of people in need of protection and assistance – while facing severe security constraints – is a fundamental challenge. Attacks on humanitarian workers are a flagrant violation of IHL that must be strongly condemned by all stakeholders.

Equally, the need to better connect with other responses – primarily through operational partnerships within the Movement but also with UN agencies and international as well as national NGOs – is critical. The Council of Delegates and the 32nd International Conference in 2015 will provide important platforms for enhancing joint planning and strengthening key partnerships with National Societies and the International Federation.

The ICRC's projected growth in the face of greater humanitarian needs and an expanding international response will clearly put considerable pressure on its human and financial resources. A number of initiatives to optimize performance and ensure efficiency will be pursued. This includes continued implementation of the People Management programme, to help ensure that the right people are deployed to the right place at the right time, and, thanks to the Information Environment strategy, with the right information, tools and systems.

Thanks to the generous support of our loyal donors, who have stood behind us despite their own economic and financial constraints, we are confident that we will meet our goals: to gain access to the people who require our help and better respond to their growing humanitarian needs in ever more complex and insecure environments, and to continue to do so in a truly impartial, neutral and independent way.



Peter Maurer

# HEADQUARTERS APPEAL

The International Committee of the Red Cross appeals to the States Party to the Geneva Conventions of 1949 and the National Red Cross and Red Crescent Societies for contributions to cover the costs of its ongoing permanent activities at Headquarters.

THE ICRC HEADQUARTERS APPEAL FOR 2015 AMOUNTS TO:

CHF 194.3 MILLION

(This does not include CHF 2.9 million in kind and services)

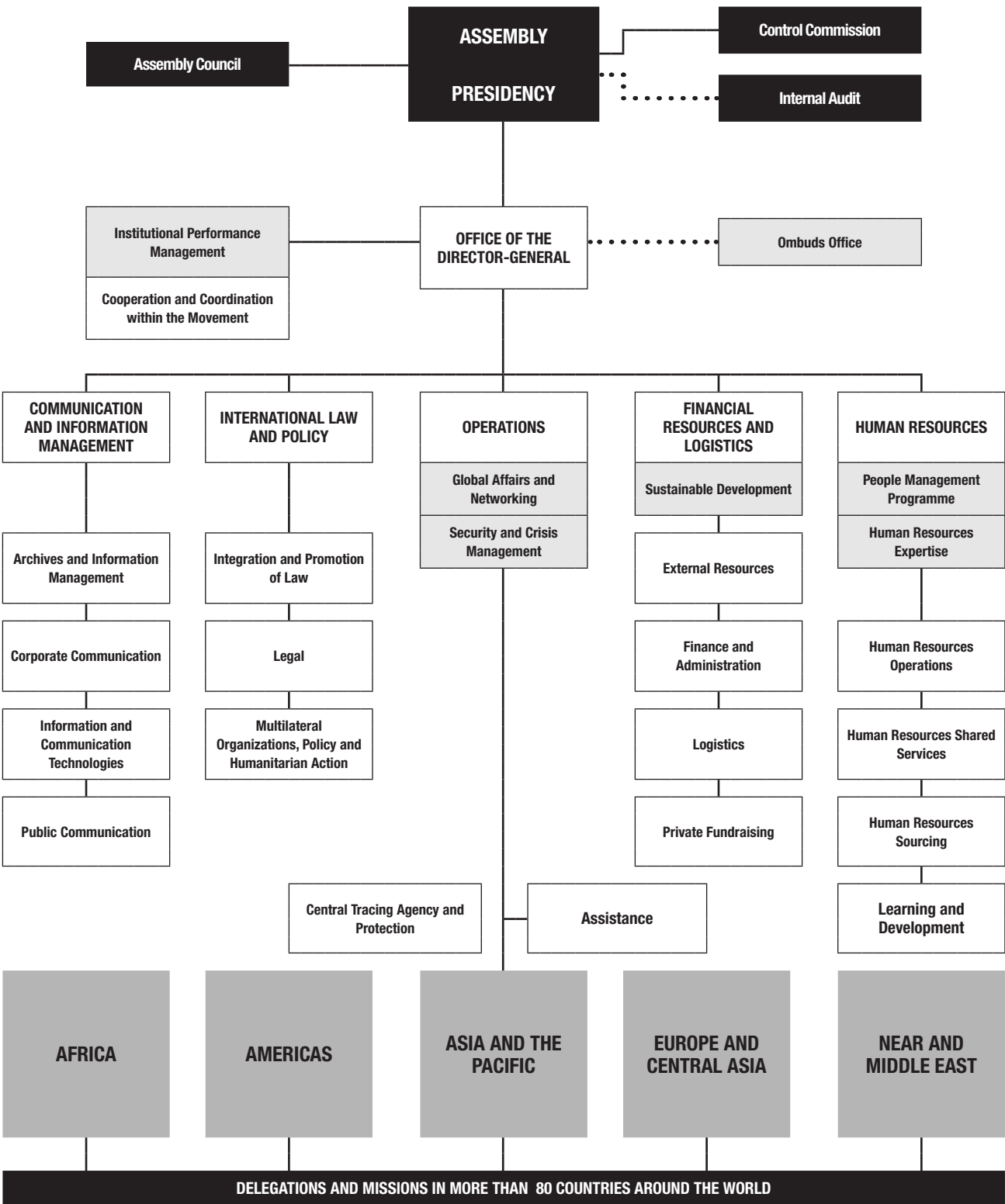
ICRC operations are financed entirely through voluntary contributions from the States Party to the Geneva Conventions, the National Red Cross and Red Crescent Societies, supranational organizations and private donors.

## SUMMARY OF THE HEADQUARTERS BUDGET

|  | Figures in KCHF | TOTAL BUDGET   |
|--|-----------------|----------------|
| ICRC GOVERNING AND CONTROLLING BODIES    |                 | 6,430          |
| OFFICE OF THE DIRECTOR-GENERAL           |                 | 10,406         |
| OPERATIONS                               |                 | 46,456         |
| INTERNATIONAL LAW AND POLICY             |                 | 15,170         |
| COMMUNICATION AND INFORMATION MANAGEMENT |                 | 36,608         |
| HUMAN RESOURCES                          |                 | 29,469         |
| FINANCIAL RESOURCES AND LOGISTICS        |                 | 49,737         |
| <b>TOTAL</b>                             |                 | <b>194,276</b> |

N.B. Figures in these tables are rounded off, may vary slightly from the amounts presented in other documents and may lead to differences in rounded-off addition results.

# ICRC ORGANIZATIONAL CHART



As of 01.01.2015

# ICRC GOVERNING AND CONTROLLING BODIES



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A replica of a bomb-damaged ambulance in front of the Carlton, promoting the Health Care in Danger project.

Assembly  
Assembly Council  
Presidency  
Oversight mechanisms

The governing bodies of the ICRC, comprising the Assembly, the Assembly Council and the Presidency, have overall responsibility for institutional policy, strategy and decisions related to the development of IHL. These bodies oversee all the activities of the organization, including field and headquarters operations and the approval of objectives and budgets. They also monitor the implementation by the Directorate of decisions by the Assembly or Assembly Council, and are assisted in this task by a Control Commission and the internal and external auditors.

## ASSEMBLY

The Assembly is the supreme governing body of the ICRC and oversees all its activities. It formulates policy, defines general objectives and institutional strategy, approves the budget and accounts, and appoints the directors and the head of Internal Audit. Composed of between 15 and 25 co-opted Committee members of Swiss nationality, the Assembly is collegial in character. The Recruitment Commission, which is composed of members of the Assembly, handles matters relating to the Committee's composition and submits proposals to the Assembly for the co-optation of new members. The Assembly's president and vice-president are the president and vice-president of the ICRC. The Assembly convenes four to six times a year for ordinary sessions and can decide to hold an extraordinary session at any time.

## ASSEMBLY COUNCIL

The Assembly Council is a subsidiary body of the Assembly and comprises the president, the vice-president and three members elected by the Assembly. The Assembly Council prepares the Assembly's programme of activities and takes decisions on matters within its competence, particularly budget extensions during the year and major changes to operational objectives. It serves as a link between the Directorate and the Assembly, to which it reports regularly.

## PRESIDENCY

The Presidency is composed of the president and the vice-president. The president of the ICRC has primary responsibility for the organization's external relations. As president of the Assembly and of the Assembly Council,

he ensures that the spheres of competence of these two bodies are safeguarded and leads their work. The president maintains an ongoing dialogue with the Directorate on all activities conducted by the ICRC and can take appropriate measures in cases of extreme urgency.

## OVERSIGHT MECHANISMS

### Control Commission

The Control Commission is composed of five members of the Assembly who are not members of the Assembly Council. It helps the Assembly oversee the work of the organization. It controls the implementation of Assembly decisions and ensures that ICRC activities are conducted efficiently. The commission reviews the reports of the external and internal auditors, and monitors implementation of audit recommendations. It meets six to eight times a year and reports regularly to the Assembly.

### Internal Audit

Internal Audit helps the ICRC accomplish its objectives by using a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. It reports its findings directly to the president and the Control Commission, and makes recommendations to management. The head of Internal Audit is appointed by the Assembly.

### External Audit

The Assembly appoints the external auditors for the ICRC's financial statements. The external auditors report their audit opinion to the Assembly and prepare a management letter addressed to the Directorate. Since 2007, the external audit has been carried out by Ernst & Young.



# ICRC STRATEGY 2015–2018

## INTRODUCTION

The purpose of the ICRC's Institutional Strategy 2015–2018 is to inform and guide the work of the organization over the next four years. It was developed on the basis of consultations with major stakeholders in ICRC action, including National Red Cross and Red Crescent Societies and major donors, ICRC staff at headquarters and in the field, as well as various professional circles engaged in humanitarian action. The ICRC's supreme governing body, the Assembly, adopts the Strategy.

Building on an analysis of the operational and policy challenges facing the ICRC, the Strategy presents a selection of orientations and objectives for the period 2015–2018 designed to assist in the elaboration of ICRC programmes and activities over the coming years. It provides a framework to support ICRC decision-makers in setting operational and thematic priorities in addressing challenges, as they emerge. It further situates the ICRC's actions within the larger international humanitarian response to armed conflicts and other situations of violence, particularly in relation to the International Red Cross and Red Crescent Movement, United Nations agencies, and international non-governmental organizations (INGOs). The results of these actions and the relevance of these programmes to the ICRC's mission will be regularly monitored through concrete indicators and progress reports.

## ICRC VISION FOR 2015–2018

The ICRC's overarching goal is to address the needs and vulnerabilities of people affected by armed conflicts and other situations of violence – in all their many dimensions – in line with the core principles of its action: humanity, neutrality, impartiality, and independence. At the centre of its action is the commitment to protect and assist victims, based on the applicable international legal frameworks and through a sustained dialogue with all the parties concerned.

In striving to reach this goal, the ICRC rises to the challenge and harnesses the opportunities of an increasingly complex operational and policy environment, finding ways to seek the acceptance and broad-based support of all stakeholders. The ICRC is committed to building its capacity to respond to increasing needs, to addressing evolving legal and policy challenges, and to continuously reviewing its performance in order to bolster the relevance of its action. Supported by recent innovations, it connects more effectively with the beneficiaries of its programmes, integrating them into the assessment of their needs and the formulation of a relevant response, including through the use of new information and communication technologies. It contributes to the design and coordination of international, regional, and national humanitarian responses, drawing from its specific operational and legal experience. Building on a growth strategy linked to greater needs and an expanding international response, the ICRC seeks cooperation with other components of the Movement, as well as the broader humanitarian community including the specialized UN agencies and INGOs, national and local organizations, gov-

ernment agencies and professional associations involved in responding to humanitarian crises. It aims to distinguish itself by the collaborative and innovative nature of its work at field level as well as within legal and policy circles.

## ASSESSING THE OPERATING ENVIRONMENT OF THE ICRC

### A changing global political environment

The ICRC has observed a definite shift, in recent years, in the dynamic of international relations. While humanitarian operations have expanded steadily over recent decades in parallel with an increasingly active debate on humanitarian policies and standards, these operations are taking place in a considerably more fluid multipolar world. On the one hand, there is a more diverse set of security and political agendas shaping current debates – especially among emerging powers – triggering exchanges on response strategies at the national and regional levels. In some contexts, these exchanges have called into question the prevalence of traditional principles and methods, such as the impartial and secular character of emergency aid or the distinction between humanitarian and development programming, in light of differentiated humanitarian values and practices.

On the other hand, national governments affected by armed conflict or other situations of violence are taking a more active role in designing humanitarian response strategies and coordinating relief efforts, questioning at times the relevance of independent humanitarian action. The growing role of national governments has had a definite impact on the structure and chain of command of international organizations, requiring increasing the autonomy of field representatives and an improved capacity to engage in policy and operational dialogue, particularly within regional humanitarian hubs. The regionalization of policy debates has, in turn, contributed to the emergence of regional humanitarian response models dealing, for example, with the impact of forced migration, gender-based violence, and the resilience of communities.

Attempts to maintain the integrity of internationally accepted procedures and to mitigate the effects of this ongoing decentralization have yielded limited results so far. Despite their best efforts to connect with local communities and maintain a sense of overall coherence, many international humanitarian organizations are perceived by national governments as foreign entities guided by international political and security agendas, often acting as a substitute or, in some cases, a catalyst, for greater security interventions by Western-led intergovernmental organizations. Emerging regional powers from the Global South remain guarded in their relationship with humanitarian actors and reluctant to participate in protection initiatives that put pressure on States and non-State actors to respect the rules of international humanitarian law (IHL), preferring less intrusive informal bilateral dialogue and common standard-setting approaches.

Consequently, the ICRC is confronted with increasingly divergent and dispersed views as to how humanitarian

operations should be conducted and how to mobilize governments to respect and to ensure respect for IHL. Whereas some governments have explicitly questioned the core principles of international humanitarian action in times of crisis, others have been openly politicizing humanitarian operations and access to require more robust and direct interventions in the domestic affairs of particular States.

### **An increasingly complex operational environment**

The ICRC is working in conflict environments that are increasingly fragmented and volatile, where unexpected emergencies unfold alongside protracted and complex armed conflicts; where violence and instability are both causes and consequences of recurring conflict and suffering; and where natural disasters, environmental problems, urbanization, migration, and socio-economic crises exacerbate situations of chronic hardship. Non-State armed groups are no longer clearly defined entities with distinct political and security agendas similar to those in the late 20th century. Rather, they often operate in the vacuum left by increasingly fragile States, composed of varying combinations of formal and informal armed elements animated by a mixture of motives, including control over natural resources, conduct of criminal activities, and predatory intentions towards the local population. Most current conflicts are not conducted along delineated front lines either. They take place in a multitude of locations with a multitude of evolving actors and alliances, and without a clear end in sight, as the legal and institutional configurations needed to restore a minimum of stability and respect for law and order are often absent. Ensuring respect for IHL and other legal norms by all parties to a conflict – States and non-State armed groups alike – is a perennial challenge.

Further difficulties have arisen with the intensification and diversification of counter-terrorism efforts that amalgamate law enforcement activities and the conduct of hostilities, question the relevance of clearly established legal frameworks applicable to these situations, and project military power across sensitive political and security borders. While terrorism undermines the very roots of humanitarian principles, the fast-evolving weapons technology used in counter-terrorism operations, such as combat drones, poses new challenges to respecting IHL and international human rights law. Legal and administrative restrictions imposed on the delivery of humanitarian assistance in these contexts have already seriously impacted the ability of major agencies to respond to specific crises. This politicization of humanitarian programmes has also led, in certain contexts, to the militarization of essential public services such as health care and electricity and water networks – including the use of siege warfare tactics and direct attacks – depriving entire populations of the necessary means of survival in times of crisis.

As a result of these developments, many armed conflicts are becoming long-lasting affairs, because the parties and the international community are unable to address the root causes of the conflict, and humanitarian action is unable to mitigate the impact of hostilities on the population. The protracted character of these conflicts gives rise to long-term needs in terms of education, health care, food security, water, electricity, law and order, etc. The multiple origins of violence (conflict-related, criminal, inter-communal) and its long-term impact on public infrastructure and the economy have become significant sources of internal displacement and refugee flows, spilling over borders and fur-

ther destabilizing neighbouring countries and regions. The collapse of health, water or educational systems in conflict environments reverberates across entire regions, as populations seek essential services abroad, overloading public and private infrastructure in neighbouring countries and causing regional and even at times global challenges. These movements also serve as channels for human trafficking, child labour, and other severe abuses, as criminal groups take advantage of the vulnerabilities of these populations that are in flux.

### **A widening international humanitarian response**

Since the adoption of the United Nations General Assembly Resolution 46/182 in 1991, which established the UN Guiding Principles for strengthening the coordination of emergency humanitarian assistance in the UN system, UN agencies, INGOs, and major donors have contributed to establishing a cogent international humanitarian response that has grown considerably over recent years. It currently accounts for between 80 and 90% of all international humanitarian assistance in armed conflict and natural disasters. This response is centred on the recognition of common standards of practice among humanitarian organizations, and on the need to ensure effective coordination of humanitarian operations, as exemplified by the Cluster Approach, the main outcome of the 2005 UN humanitarian reform. While contributing to exchanges on increased effectiveness of humanitarian operations, the ICRC has generally kept some distance between its sphere of operations and the UN-based response system so as to maintain its specific neutral and independent approach. This distance has allowed the ICRC to safeguard its autonomy in view of the perceived increasing politicization of some UN-led humanitarian operations and their integration into political and peacekeeping efforts. It has also facilitated the maintenance of the ICRC's distinct multidisciplinary approach to the needs of populations affected by armed conflict and other situations of violence from and alongside specialized UN agencies and INGOs, as well as its direct contacts with these populations and communities. Ultimately, it has allowed the ICRC to retain its focus on the essential needs of populations affected by armed conflicts and other situations of violence, distinct from the growing movement to address the demands of people under a more transformative "rights-based" agenda and from discussions associated with this effort.

Despite the ICRC's efforts to keep its distance from such debates, its access to populations affected is not immune to the overall politicization of humanitarian assistance. It is particularly vulnerable to the confusion arising from UN agencies and INGOs referring to the same principles of humanity, impartiality, and neutrality contained in both General Assembly Resolution 46/182 and the Fundamental Principles of the Movement. As the ICRC often works alongside these organizations, confronting the same operational challenges and cooperating substantially at the field level in building the resilience of communities affected, it is becoming increasingly difficult to demonstrate unambiguously the distinctly independent character of the ICRC within the larger humanitarian response. Such confusion may increase as UN-led response to conflict situations is foreseen as an area of priority concern in the post-2015 Millennium Development Goals. This evolution will parallel the growing tendency to integrate humanitarian objectives with political resolutions of the UN Security Council, the

UN Human Rights Council's more assertive reviews of the implementation of IHL obligations by States in accordance with human rights concerns, and the provision of specific mandates to UN peacekeeping forces to use military force to protect civilians from attacks, hence taking an active part in armed hostilities as part of an overall international "humanitarian" response.

Finally, a critical factor impacting the ICRC's operations and perception in some contexts is the need for components of the Movement as a whole to work according to their distinct roles and in adherence with the Fundamental Principles. This is particularly important in times of armed conflict and other situations of violence. Contexts in which National Societies are directed by governments or used as implementing partners by UN agencies can present a major perception risk and thus impede the capacity to respond.

## ADDRESSING THE CHALLENGES

A number of dilemmas and tensions arise as the ICRC considers ways to improve the impact of its operations on the vulnerabilities of populations affected by armed conflicts and other situations of violence. Identifying the main issues confronting the ICRC in the implementation of its mission is a first step towards developing the strategic orientations and objectives of the organization for the coming years.

Throughout its history, the ICRC has been at the centre of numerous processes aimed at developing, clarifying and interpreting IHL in order to address new and evolving protection, prevention and assistance challenges. In recent times, the trend appears to have accelerated owing to the emergence of new technology in the battlefield, the diversification of actors in conflict, and the spread of violence targeting civilians.

Not only does the ICRC lead a variety of initiatives to ensure that the law remains relevant, it also has to face rising difficulties in terms of compliance. Indeed, State and non-State actors alike flout basic rules of IHL with negative repercussions on the protection of civilians in armed conflicts and other situations of violence. How should the ICRC, in such circumstances, adapt and make use of IHL to ensure stronger protection? How far should the ICRC join other humanitarian actors in mobilizing attention to the violations of IHL in some of the most desperate situations? These questions embody the most difficult and recurring dilemmas encountered by the ICRC in its protection activities.

Paradoxically, these vexing issues arise in the context of the growing engagement of international humanitarian and human rights organizations in the protection of civilians. The protection of civilians has now become a priority goal of the UN system as well as many INGOs, increasingly blurring the distinct historic character of the ICRC's mission within the overall international response. Underpinning these developments, international human rights law is also becoming a major framework of reference in assessing the legality of the conduct of parties to armed conflict and other situations of violence, along with IHL. Human rights institutions, such as the Human Rights Council and its review and monitoring mechanisms as well as ad hoc bodies, are taking an increasingly important role in assessing compliance with the rules of IHL and international human rights law. This concurrence of approaches can be mutually reinforcing and result in better protection; conversely, the

mixing of legal frameworks may create confusion or ambiguities when international human rights law and IHL take distinct perspectives, supporting differing actions by States or humanitarian organizations.

In this regard, the ICRC will continue to invest significant intellectual energy, diplomatic skills, operational capacities and resources to support the enhancement of respect for and implementation of IHL, international human rights law and other relevant norms, with a view to asserting the organization's distinctive pragmatic and experiential perspective on the protection of people and communities affected by armed conflicts and other situations of violence. Overall, the ICRC will focus its energies on affirming a critical role in the orientation of the international humanitarian response dealing with the protection of civilians. While doing so the ICRC will continue to promote and broaden quality exchanges amongst professionals on IHL, stimulating rigorous, evidence-based reflections and promoting nuanced and sophisticated perspectives on the development and implementation of IHL.

A growing challenge facing the ICRC remains its ability to work in close proximity with populations affected, and continuing to operate in line with the Fundamental Principles, where few other actors can. Proximity is a distinct feature of the organization that is necessary for understanding people's needs and influencing relevant actors and stakeholders. In many cases, this proximity facilitates harnessing the necessary security guarantees from local actors. It also involves a greater exposure to security risks that need to be mitigated. To maintain its presence and approach, the ICRC must mobilize the necessary human resources and skills to negotiate with all relevant stakeholders, particularly at field level. This requires the sharing of experience among senior negotiators and learning from institutional best practices. Also, proximity to victims, their community, and the ongoing humanitarian response will require definite efforts to devolve responsibility to the level closest to implementation and to simplify the operational planning and reporting processes of the ICRC.

A further challenge in this regard is to see how protection strategies can be integrated practically across the various aspects of ICRC operations: health care, food security, water, detention activities and family reunification, as well as outreach, public communication, fundraising and cooperation with National Societies. At the same time, new technology and regulatory developments will present both challenges and opportunities for the ICRC, including in terms of how it interacts with beneficiaries, gathers and shares information and protects data, as well as with regard to its ability to analyse 'big data' to strengthen its response to humanitarian needs. The overall impact of the ICRC's efforts to prioritize protection will depend on the extent to which experts and managers communicate with each other on protection matters and build synergies in their activities, in particular between prevention, assistance and protection programming.

Finally, the ICRC will remain focused on its core humanitarian objectives, i.e. addressing the protection and assistance needs of populations affected by violence, while building bridges with other specialized agencies that could enhance its impact on the longer term needs of populations affected – in terms of development, health, education, economic security, environmental preservation, etc. In doing so, the ICRC will consider ways of scaling up its operational capacities through new partnerships with National Societies,



and pragmatic cooperation with specialized UN agencies, NGOs and the private sector, while preserving the integrity of the Fundamental Principles of its action.

The ICRC's relationship and cooperation with the other components of the Movement will remain paramount to its operational approaches, but with the understanding that National Societies are increasingly confronted with more assertive governments, increasing competition for funding from humanitarian agencies and NGOs, as well as shifting political environments at the national and international levels. The ICRC will need to engage in a pragmatic dialogue with all National Societies on how it can support these organizations in fulfilling their humanitarian mission and identify operational synergies while, at the same time, being ready to maintain some distance from those who opt to participate in integrated responses impacting on the protection needs of populations affected. In taking a more assertive coordination role within the Movement during armed conflict and other situations of violence and, as appropriate, in major emergencies, the ICRC will offer donors a more direct way of financing principled humanitarian assistance through the Movement.

The ICRC's humanitarian diplomacy has relied on interactions with States, international organizations and non-State actors to build a consensus on negotiating access to vulnerable groups and compliance with IHL. These confidential and pragmatic interactions have been a distinctive asset of the ICRC that should continue to be nurtured in terms of engagement with actors of influence. Yet, the increasing fluidity and diversity of agendas in the international system explain in part the growing obstacles to effective humanitarian diplomacy. To address these obstacles, the ICRC will continue to develop its political understanding of the current global environment and connect with emerging actors and networks of influence, while maintaining an independent needs-based approach. It will invest in relationships with world religious and social leaders, approach business leaders and philanthropists, particularly in the Global South, and engage with global academic and policy hubs to mobilize their efforts in support of humanitarian action. It should maintain these efforts while preserving a strong focus on its overall protection mission.

In this regard, its capacity to work beyond national programmes and contacts are likely to acquire a strategic importance for the whole organization. The ICRC will need to strengthen the policy and planning capacity of its operations beyond national contexts to respond to the increasingly transnational impact of crisis situations, with the goal of participating and engaging more actively in professional and diplomatic exchanges on emerging challenges in major regional humanitarian hubs including Geneva, Amman, Nairobi, Bangkok, and New York. Such regional capacities of the ICRC's planning and coordination role should also allow exploring new partnerships with local, national, and regional organizations, particularly within the Movement.

At headquarters, the ICRC should expand its policy anchoring within Geneva's political, social and scientific networks to support its research and development initiatives, building on its historic roots in Geneva as well as among Geneva-based humanitarian agencies and policy centres.

Over the past decade, the ICRC has maintained a steady level of operational activity while most major humanitarian agencies and INGOs have significantly expanded their

operational engagements, investing heavily in national partnerships. In view of the multiplicity of UN agencies and INGOs active in armed conflicts and other situations of violence, and the relative decrease in the ICRC's share of the international humanitarian response, the ICRC's reputation as a leading actor in humanitarian action has been facing some challenges. Overcoming such challenges will require a more ambitious footprint that builds on the ICRC's unique features as a distinct independent, impartial and neutral actor, its relevance in a host of very different contexts, and consistent excellence in the field of protection and assistance.

In this regard, the ICRC will continue to explore new avenues of humanitarian engagement to respond to existing needs in traditional armed conflicts, as well as multiple sources of violence in hazardous environments, such as violence against conflict migrants, urban violence, sexual violence and the humanitarian consequences of the collapse of health-care systems in times of crisis. To do so will require resources, strategic vision, and renewed operational engagement to learn from experience and take controlled risks in expanding the scope and outreach of operations. It is crucial in this regard that the ICRC consider ways to mobilize the required human, financial and operational resources it needs to expand its operations. This mobilization will entail an expansion of its own capacity to operate, as well as the crafting of new arrangements with other humanitarian actors. In particular, it will need to connect and cooperate more effectively with local organizations so as to achieve maximum impact in addressing humanitarian needs.

By doing so, the ICRC will ensure a broader funding basis, while preserving the commitment of traditional donors. It will also enhance its personnel, financial, organizational, communication and information management capacities, as well as its technological capacities, with a view to becoming a larger, more global, more diverse and more connected ICRC. It will develop a definite growth strategy, aimed at increasing the relevance of its action in both qualitative and quantitative terms, especially as needs continue to grow.

Key to achieving all aspects of the ICRC's ambitions and priorities are the organization's 13,000 staff members. It is essential that the ICRC continue to capitalize on its rich and increasingly diverse human resources through improved people management policies and programmes, with the goal of strengthening and empowering a global workforce. It will invest proactively in the development of field competencies, support exchanges with professional circles inside and outside the organization, and seek to attract the best minds and most committed professionals.

To do so, it will need to offer career prospects that value individual aspirations and allow for lateral progression. It will enforce a strict policy of field and headquarter rotation as a means of exposing staff to the various and changing realities of operations in all their aspects. The ICRC will continue the devolution of responsibilities from its centre to the field, at the national level and in the regional humanitarian hubs, where a larger number of staff can develop their skills and bring their experience to bear on ICRC standards and methods. The ICRC must also continue to look to the future and further develop its information management capacity and systems, including better incorporation of the use of new technologies, to facilitate informed decision-making in order to adapt its humanitarian response to constantly changing situations.

## DEFINING THE ICRC'S STRATEGIC ORIENTATIONS AND OBJECTIVES

In order to realize its vision in such a complex and dynamic environment, with such wide-ranging humanitarian needs, the ICRC needs to make bold, progressive choices in the face of some fundamental dilemmas. It must build on existing strengths and find new ways to overcome challenges and constraints to its mission. This section presents the strategic orientations of the organization to respond to the challenges identified above:

1. Strengthen the ICRC's capacity to protect through law, operations and policy
2. Enhance the ICRC's distinctive response to growing needs
3. Secure the widest possible support for ICRC action
4. Contribute to a more significant response by the Movement to large-scale emergencies
5. Adapt and strengthen organizational capacities to sustain growth and the continued relevance of ICRC action

This section details how these strategic orientations are translated into strategic objectives.

### 1. Strengthen the ICRC's capacity to protect through law, operations and policy

- ▶ Align the ICRC's initiatives and contributions in terms of IHL development, clarification and implementation with a focus on overcoming protection challenges.
- ▶ Strengthen and systematize protection dimensions in assistance and prevention activities, and build synergies around priority themes across the ICRC's programmes.
- ▶ Strengthen capabilities to use a range of legal frameworks and methods – including international human rights law and refugee law, along with IHL – in operational, legal and policy activities.
- ▶ Further develop methods and tools for engaging non-State armed groups, in particular relating to their compliance with IHL.
- ▶ Contribute to the development of IHL monitoring and compliance mechanisms.
- ▶ Enhance the ICRC's capacity to conduct evidence-based analysis on legal and policy challenges to reinforce its protection work, respecting state-of-the-art standards of professional scrutiny and research.
- ▶ Improve the ICRC's ability to inform policy debates on key humanitarian issues, such as the protection of civilians, in relevant international fora.
- ▶ Influence and ensure compliance with emerging data protection regulatory developments given their direct or potential impact on the ICRC's continued ability to fulfil its mandate and to carry out its humanitarian activities.

### 2. Enhance the ICRC's distinctive response to growing needs

- ▶ Enhance humanitarian access and proximity of the ICRC's operations through local partnerships and collaboration.
- ▶ Strengthen the ICRC's crisis management and security capacity.

- ▶ Increase the response to health needs, particularly surgical care for wounded persons, health care in detention and the rehabilitation of persons with disabilities.
- ▶ Consolidate and expand the ICRC's focus on preventing and responding to sexual violence by gaining a better understanding of the phenomenon, developing comprehensive, multidisciplinary responses, and sharing good practices and lessons learnt.
- ▶ Consolidate and reinforce the ICRC's approach to addressing the humanitarian needs of internally displaced persons, refugees, populations affected by urban violence and vulnerable migrants, in order to bridge identified protection and assistance gaps and position the organization's operational response across the various international agendas addressing such needs.
- ▶ Support development and analysis of the ICRC's negotiation experience as a policy tool to improve the ability of staff throughout the organization to negotiate and persuade at field and headquarters levels.
- ▶ Engage in a more structured and systematic way with beneficiaries, with a view to better involving them in the assessment of their needs and in the determination of adequate responses.

### 3. Secure the widest possible support for ICRC action

- ▶ Develop and strengthen the ICRC's humanitarian diplomacy to respond to an increasingly diverse, multifaceted and dynamic environment and organize the organization's external relations accordingly; consider evolving interests and concerns of emerging powers as well as regional and sub-regional organizations.
- ▶ Enhance the capacities of ICRC delegations to engage in humanitarian policy and diplomacy, in particular at national and regional levels.
- ▶ Strengthen and expand the ICRC's donor base by continued engagement with its traditional donors and greater engagement with emerging powers, private donors, global philanthropy and the corporate sector.
- ▶ Strengthen the ICRC's reputation, positioning and support base, particularly in strategic contexts and with key actors of influence, including civil society actors and the general public, notably through social media.
- ▶ Improve synergies between resource-mobilization and public communication content and tools, notably through continued investment in digital fundraising.
- ▶ Identify and seize opportunities for building stronger relationships within the ICRC's political, social and scientific environment in Geneva.

### 4. Contribute to a more significant response by the Movement to large-scale emergencies

- ▶ Enhance joint planning between the ICRC, National Societies and the International Federation of Red Cross and Red Crescent Societies for humanitarian response.
- ▶ Provide support to National Societies in the fields of capacity building, security management, communication and fundraising to enhance the planning, coordination and management of humanitarian operations in accordance with Movement decisions.
- ▶ Strengthen partnerships with selected National Societies in line with the ICRC's mission.
- ▶ Engage with all the components of the Movement to establish a pragmatic dialogue and cooperation on

Red Cross and Red Crescent issues, capitalizing on the ICRC's specific international mandate.

### **5. Adapt and strengthen organizational capacities to sustain growth and the continued relevance of ICRC action**

- ▶ Review work streams within the ICRC in order to promote lean and efficient processes, strengthen responsible leadership and devolve planning, decision-making and reporting responsibilities to the level closest to implementation.
- ▶ Complete the implementation of the People Management Programme, with a view to strengthening and empowering a global workforce; develop leadership capabilities at all levels through the ICRC's Humanitarian Leadership and Management School.
- ▶ Improve collaboration and mobility throughout the organization and with partners by reinforcing the systems and tools for information management and exchange.
- ▶ Identify key domains for investment in new technologies to reinforce the ICRC's humanitarian response and communication capabilities.
- ▶ Develop the ICRC's ability to capitalize on available information in order to make appropriate and timely management decisions, and rationalize reporting requirements by refining how data is gathered, used and shared.
- ▶ Revamp the management and delivery of the organization's corporate services in order to enhance their efficiency and effectiveness.

The Strategy will be put into practice by ICRC staff members around the world, in accordance with clearly defined management priorities. Indicators will be developed to monitor results, and progress reports prepared at regular intervals.

# DIRECTORATE



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Geneva, ICRC Headquarters. The new ICRC Directorate from left to right: Gherardo Pontrandolfi, director of human resources, Dr Helen Durham, director for international law and policy, Helen Alderson, director of financial resources and logistics, Yves Daccord, Director-General, Charlotte Lindsey-Curtet, director of communication and information management, and Dominik Stillhart, director of operations.

The Directorate is the executive body of the ICRC. Its members are the director-general and the heads of the ICRC's five departments: Operations, International Law and Policy, Communication and Information Management, Human Resources, and Financial Resources and Logistics. The Directorate is responsible for applying the institutional strategy, as defined by the Assembly, and setting and implementing its objectives accordingly. The Directorate also ensures that the organization, particularly its administrative structure, runs smoothly and efficiently.

The members of the Directorate are appointed by the Assembly for four-year terms. The current Directorate took office on 1 July 2014.

## CONTEXT AND MAIN CHALLENGES

The ICRC is operating in an increasingly diverse, fragmented, polarized and unpredictable environment. A key challenge is bridging the gap between complex/growing needs and the ability to deliver an effective response. In certain crises, basic IHL rules are flouted and the human cost is staggering. The people whom the ICRC aims to serve face increasing pressures, which in turn raises their expectations of the ICRC. Restrictions on impartial humanitarian access and security constraints often exacerbate the situation.

A number of trends, including evolving means and methods of warfare, fragmentation of the armed groups participating in hostilities and the spread of armed violence, are affecting ICRC operations. The ICRC thus needs to maintain and strengthen its ability to improve respect for IHL and other norms by influencing belligerents and weapon bearers of all kinds more effectively.

Challenges to the perception, acceptance, coordination and delivery of "traditional" international humanitarian action are expected to grow in number. On a shifting international scene, South-South cooperation will increasingly emerge as

a viable option and the humanitarian response will tend towards greater nationalization, accelerating a general trend towards decentralization and the emergence of diverse new stakeholders. Coordination mechanisms are becoming more locally driven and context-specific, often with National Societies at their centre.

Overall, the Movement's components will be under pressure to work better together to provide a more effective humanitarian response to the multiple needs arising from complex crises. The ICRC will need to leverage its link with and role within the Movement to help make this happen.

The Institutional Strategy 2015–2018 outlines how the ICRC intends to respond to such challenges over the next four years and will guide the organization's work at all levels. It defines five broad strategic orientations:

- ▶ strengthen the ICRC's capacity to protect through law, operations and policy
- ▶ enhance the ICRC's distinctive response to growing needs
- ▶ secure the widest possible support for ICRC action



- ▶ contribute to a more significant Movement response to large-scale emergencies
- ▶ adapt and strengthen organizational capacities to sustain growth and the continued relevance of ICRC action

Some elements of the strategy are already taking shape as the ICRC adapts its operational response to the challenges it faces. To respond to the needs of the greater number of people affected by armed conflicts and other situations of violence, the ICRC must maintain a high degree of agility, while working towards the realization of mid- to long-term objectives. With a view to strengthening its capacity to sustain growth and ensure its continued relevance, the ICRC will revise its organizational model by devolving decision-making responsibility to the level closest to implementation and revamping the delivery of global shared services.

The ICRC will remain committed to the priorities identified for 2014 in order to ensure continuity between the objectives pursued in 2014 and in 2015.

For 2015, the strategic orientations of the Institutional Strategy 2015–2018, have been translated into selected objectives and plans of action at both field and headquarters levels. Measures of success will be related to indicators covering both field and headquarters activities.

## MAIN PRIORITIES IN IMPLEMENTING THE INSTITUTIONAL STRATEGY IN 2015

Both in the field and at headquarters, the ICRC has set objectives for 2015 that will enable it to progress incrementally towards achieving the ambitions set out in the Institutional Strategy 2015–2018. For headquarters, it has developed strategies and projects in different domains; these are detailed in the executive summaries of each department.

### Strengthen the ICRC's capacity to protect through law, operations and policy

- ▶ The ICRC will mobilize support from States on the "Strengthening IHL" process leading up to the 32nd International Conference.
- ▶ It will publish and promote the revised *Commentary* on the First Geneva Convention.
- ▶ It will step up its work to improve compliance by armed groups with IHL and other relevant norms. It will enhance the effectiveness of compliance mechanisms.
- ▶ It will sustain its efforts to complete the Health Care in Danger project in the run-up to the 32nd International Conference.

### Enhance the ICRC's distinctive response to growing needs

- ▶ The ICRC will deploy a new security management information platform and reinforce staff training in security and crisis management.
- ▶ Based on the new Health strategy, the organization will further invest in efforts to strengthen the ICRC's health response.

- ▶ It will expand its focus on preventing and responding to sexual violence.
- ▶ The ICRC will strengthen its multidisciplinary response to the phenomenon of displacement during the acute phase.

### Secure the widest possible support for ICRC action

- ▶ The ICRC will continue to focus on countries with growing influence in global affairs, civil society audiences and the private sector, systematically engaging with them to support ICRC operations.
- ▶ To strengthen and diversify its donor base, the organization will engage with potential government and private sector donors, including foundations, corporations and high net-worth individuals, and implement an online fundraising strategy.

### Contribute to a more significant Movement response to large-scale emergencies

- ▶ The ICRC will sustain its efforts to improve operational coordination in accordance with the Fundamental Principles. With the International Federation, it will lead the process aimed at improving the modalities and impact of the Movement's humanitarian response.
- ▶ It will focus on key areas, including security management, communication, resource mobilization and coordination, where an enhanced ICRC engagement could trigger a stronger Movement response both in terms of quality and quantity.

### Adapt and strengthen organizational capacities to sustain growth and the continued relevance of ICRC action

- ▶ The ICRC will focus on steering the People Management programme to its successful completion. Key elements in 2015 include the accelerated deployment of human resource managers in the field, the progressive rollout of the new international assignment planning framework and the future remuneration system, and implementation of the headquarters mobility guidelines.
- ▶ In implementing the Information Environment strategy, particular emphasis will be placed on the deployment of collaborative workspaces and tools allowing for better information management and greater staff mobility.
- ▶ The organization will develop and use dashboards at different management levels in order to strengthen evidence-based decision-making.
- ▶ It will ensure the devolution of decision-making responsibility to the level closest to implementation.
- ▶ The delocalization and outsourcing of certain corporate service activities will be pursued, and a new organizational model for global shared services will be developed.
- ▶ The ICRC will spur the development and use of innovative practices, approaches and technologies across the institution to allow more effective and efficient responses.

# OFFICE OF THE DIRECTOR-GENERAL



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Yves Daccord, Director-General.

The director-general chairs the Directorate and ensures that its decisions are implemented. He reports to the president's office and the Assembly on the Directorate's objectives, decisions and activities, and on the results achieved. The office drives and monitors the implementation of the Institutional Strategy by reinforcing timely and informed decision-making and accountability across the entire organization. It also takes the lead on selected key projects or initiatives that are institutional priorities. It strives to enhance the coherence and coordination of Movement action.

## CONTEXT AND MAIN CHALLENGES

The ICRC operates in an increasingly diverse, fragmented and unpredictable environment marked by substantial humanitarian needs. It is against this backdrop that the Office of the Director-General facilitated the drafting of the ICRC 2015–2018 Institutional Strategy; it will play a vital role in ensuring the strategy's implementation over the next four years.

The Office of the Director-General is tasked with helping to manage the ICRC's performance and key institutional risks. It promotes evidence-based decision-making across the organization. The integration of the Division for Cooperation and Coordination within the Movement into the Office of the Director-General in July 2014 is in line with the cross-cutting and strategic nature of the latter's work, and consolidates the ICRC's response to current trends influencing the international operations of Movement components.

The Office of the Director-General also helps shape the debate on legal and policy issues affecting the ICRC's work and develop a range of partnerships with key external players.

The ICRC will hold the presidency of the Steering Committee for Humanitarian Response in 2015.

In 2015, the main challenges for the Office of the Director-General will be to:

- ▶ set and drive the organization's agenda and priorities in an environment of continuing volatility
- ▶ contribute to improving the ICRC's ability to monitor results at different levels of the organization
- ▶ actively support the ongoing implementation of key strategies: People Management, Information Environment and Funding
- ▶ lead efforts to revise the ICRC's organizational model so as to facilitate effective and efficient implementation of the institutional strategy, strengthen the ICRC's capacity to sustain growth and ensure its continuing relevance
- ▶ coordinate a process designed to improve the modalities and impact of the Movement's humanitarian action, particularly by promoting a more significant Movement response in large-scale emergencies, and, to this end, presenting innovative and pragmatic approaches to Movement partners, notably at the 2015 Council of Delegates; adapt the ICRC's own cooperation and coordination with National Societies to support this goal
- ▶ promote implementation of the Safer Access Framework to help National Societies reinforce their security and acceptance among and access to people and communities in need
- ▶ cultivate a common understanding among all Movement components of the importance of working according to their respective roles and in accordance with the Fundamental Principles
- ▶ influence the debate on humanitarian issues and policies, including at the 32nd International Conference and in preparation for future international humanitarian events

Cooperation and Coordination within the  
Movement  
Institutional Performance Management  
Ombuds Office

## OBJECTIVES AND PLANS OF ACTION

### Objective

The Directorate enhances its capacity to manage the ICRC effectively, namely by addressing priority issues and monitoring implementation of the institutional strategy, thereby helping strengthen performance management across the organization.

### Plan of action

- ▶ organize and lead the Directorate to enable it to work effectively as a team by further streamlining its agenda, refining its decision-making processes and reinforcing its follow-up mechanisms
- ▶ regularly track implementation of the institutional strategy and the organization's overall performance in order to facilitate informed and evidence-based decision-making
- ▶ facilitate the implementation of key changes requiring an institution-wide, cross-cutting approach and ensure appropriate steering of the project portfolio
- ▶ align and ensure coherence of ongoing projects and initiatives related to planning, budgeting, monitoring and reporting processes and tools, both at headquarters and in the field
- ▶ provide donors with organizational performance information as needed and foster constructive dialogue with them on performance and reporting-related concerns

### Objective

ICRC managers in the field and at headquarters improve their performance management practices and are supported with appropriate and user-friendly planning and monitoring tools.

### Plan of action

- ▶ develop performance management tools, in coordination with other users
- ▶ help managers better fulfil their responsibilities by providing guidance and support on identifying/mitigating risks, managing projects and implementing result-based management approaches

### Objective

The Office of the Director-General contributes to establishing the ICRC as a reference organization in debates on key humanitarian issues.

### Plan of action

- ▶ position the ICRC in key fora on humanitarian policy issues and influence developments with regard to humanitarian coordination
- ▶ during the ICRC's term as president of the Steering Committee for Humanitarian Response, help shape its agenda and ensure its effective functioning
- ▶ deepen/expand the ICRC's networking with key National Societies and private sector stakeholders, including at high level, and use this network to engage in and/or support additional partnerships
- ▶ ensure an effective Movement response to humanitarian issues through regular contact between the director-general and the leadership of the International Federation

### Objective

Staff members benefit from independent advice from the ICRC legal counsel and the Ombuds Office, in accordance with clearly established procedures.

### Plan of action

- ▶ contribute to maintaining a respectful and fair workplace by offering conflict-resolution mechanisms to staff members and by sharing information on systemic issues with management and governance
- ▶ help safeguard the ICRC's interests by providing an independent mechanism for staff members to obtain advice on legal issues/questions

### Objective

The ICRC strengthens its ability to capitalize on relevant and available information, resulting in appropriate and timely management decisions in the field and at headquarters. Managers receive additional support via a new business intelligence model and the required infrastructure and tools.

### Plan of action

- ▶ provide standard data retrieval and reporting tools allowing various headquarters units to improve existing dashboards and to accommodate emerging business intelligence needs
- ▶ develop and implement dashboards so as to strengthen managerial capacity to make evidence-based decisions at different levels of the organization
- ▶ streamline field reporting and optimize data capture and information flows related to planning, monitoring and reporting

### Objective

The ICRC reviews its internal organization in order to install lean, efficient and cost-effective processes and/or structures. The role of headquarters is adapted and its function optimized by delocalizing and outsourcing selected corporate services from headquarters, and by devolving decision-making responsibility to the level closest to implementation.

### Plan of action

- ▶ prepare for and initiate a first round of delocalization and outsourcing of selected corporate services in the first quarter
- ▶ building on the results of the aforementioned exercise, develop a new organizational model for global shared services and plan/initiate the transition to this new model

### Objective

ICRC operations to meet humanitarian needs are carried out in coordination with all Movement components and according to relevant Movement policies. Adherence to the Fundamental Principles and Movement policies guides coordination with external players.

### Plan of action

- ▶ through enhanced information management, and focusing on contexts facing particular Movement cooperation/coordination challenges, offer timely and proactive support to field delegations and regional management teams at headquarters, notably for reinforcing their capacity to respond to emergencies

- ▶ in cooperation with the International Federation, conduct thematic and regional consultations with all Movement components on strengthening Movement coordination and cooperation
- ▶ optimize partnerships with National Societies in all contexts, building upon past recommendations and the newly adopted reference framework for partnership/cooperation activities
- ▶ in key contexts, engage more with National Societies working internationally in order to optimize their contributions to ICRC operations and to collective Movement efforts

### Objective

Movement components contribute to developing a more significant response to large-scale emergencies and apply the Safer Access Framework in their operations. They engage in partnerships and build their capacities in this regard. National Societies take the necessary steps to revise their statutory and legal bases. Integrity issues are identified in a timely manner and appropriate measures are undertaken with the leadership of the National Societies concerned.

### Plan of action

- ▶ in selected contexts, facilitate field testing of new approaches and carry out concrete action to support the development of a more significant Movement response to large-scale emergencies
- ▶ provide support and guidance to delegations to help them optimize their partnerships with National Societies, including in the introduction/application of the Safer Access Framework
- ▶ make the Safer Access Framework application guide available on an online platform in all ICRC official languages
- ▶ conduct training for ICRC staff and partner National Societies on relevant topics

### Objective

Policies and positions developed by the ICRC, together with National Societies and the International Federation, respond to the most pressing humanitarian needs of vulnerable people in armed conflicts and other situations of violence. These and related thematic issues are discussed at statutory meetings. The International Conference is recognized as a major humanitarian policy event.

### Plan of action

- ▶ develop the agendas for the 32nd International Conference and the 2015 Council of Delegates, together with the Standing Commission of the Red Cross and Red Crescent and in consultation with States, National Societies and the International Federation, ensuring that they address the outcomes of previous meetings and reflect the ICRC's institutional strategy and priorities



# OPERATIONS



© Enstar Almasri/ICRC

Homs, Talibseh. A displaced girl stocks up on water from an ICRC water truck.

The Department of Operations is responsible for the overall supervision of ICRC field activities worldwide. It oversees the global analysis of key trends and events, and steers the conception, planning and budgeting of field activities carried out by ICRC delegations and missions in some 80 countries. It ensures that field activities are conducted coherently and professionally, in respect of the ICRC's principles, policies and guidelines, code of ethics and staff security. It also ensures that adequate resources are allocated in accordance with ICRC priorities, humanitarian needs as they arise, and the budgetary framework.

## CONTEXT AND MAIN CHALLENGES

In 2014, the ICRC faced a wide range of crises with serious humanitarian consequences for civilian populations. While the donor community provided an unprecedented level of funding, the magnitude of the crises, access restrictions and security issues continued to challenge operations on the ground. The ICRC's efforts – globally and in each specific context – were shaped by the following major factors:

- ▶ the appalling humanitarian consequences of the armed conflicts and other situations of violence taking place across the world – particularly the Syrian conflict and its regional effects and the situations in the Central African Republic (hereafter CAR), Israel and the occupied territories, Nigeria, the Sahel region, South Sudan, Ukraine and Yemen
- ▶ the increasingly transnational nature of violence, with hostilities spilling over into neighbouring countries and/or armed groups operating across State borders, as exemplified by the Islamic State group taking over areas of Iraq and the Syrian Arab Republic
- ▶ the spread of Ebola throughout West Africa, overburdening already fragile health/medical systems and exacerbating economic and food insecurity in countries struggling with the effects of conflict and underdevelopment
- ▶ over 51 million people being forced to flee their communities and/or their countries – total numbers of IDPs, refugees and asylum seekers over the last two years were estimated to be higher than at any other point since Second World War
- ▶ the international community's inability to find political solutions to the aforementioned crises and to enforce

greater respect for IHL, amid shifting power dynamics within the geopolitical landscape and the growing restrictions placed on humanitarian assistance and on proximity to violence-affected populations

- ▶ a challenging security environment, marked by the killing of three ICRC staff members (in the CAR, Libya and Ukraine), as well as several kidnappings or attempted kidnappings worldwide
- ▶ operational challenges, including to the institution's reputation, in relation to the growing number of partnerships between Movement components and other actors, underscoring the importance of the Fundamental Principles and of applying lessons learnt and developing new procedures/practices
- ▶ the widespread use of social media by those involved in armed conflicts or other situations of violence, with challenges arising from the inability to control/monitor such media and the speed at which information can be disseminated

For the Department of Operations, the main challenges will be to:

- ▶ carry out effective and appropriate action, in view of the complex dynamics of the armed conflicts and other situations of violence taking place worldwide; seek to establish ways of delivering assistance even where there is limited proximity to beneficiaries
- ▶ enhance the ICRC's ability to place the needs of affected populations firmly at the centre of its humanitarian response; take particular account of people's specific vulnerabilities and concerns by:

Africa

Americas

Asia and the Pacific

Europe and Central Asia

Near and Middle East

Assistance

Central Tracing Agency and Protection

Global Affairs and Networking

Security and Crisis Management

- reinforcing, globally and in each specific context, its multidisciplinary response to sexual violence and to displacement during acute and protracted crises
- strengthening coordination between delegations in order to better address the issue of migration
- ensuring that health activities are expanded in line with the Health strategy 2014–2018 and providing support to ensure sufficient human resources are available to do so
- ▶ continue to build institutional capacities and commitment – across the Central Tracing Agency and Protection and the Assistance Divisions – to conduct the above-mentioned activities by providing management support and promoting the use of existing guidance material/tools and encouraging the development of new ones
- ▶ with a view to strengthening the ICRC's action, support dialogue and other acceptance- and network-building initiatives with actors of influence at all levels, including with emerging States, other humanitarian organizations, and representatives of armed groups; help delegations boost their security management, particularly by adapting working procedures to the context and by exploring areas of cooperation with Movement partners to this end
- ▶ in line with the adoption of the 2015–2018 Institutional Strategy, ensure the coherence and continued quality and promptness of ICRC activities
- ▶ forge relationships with Movement partners and assume a lead role in responses during armed conflicts and other situations of violence; in particular, help guide the Movement's work in favour of refugees and IDPs (in line with Resolution 4 adopted by the 2013 Council of Delegates)
- ▶ build on the momentum generated by the Health Care in Danger project as it enters its final year and in view of the 32nd International Conference; continue enlisting long-term support for safe health-care delivery by reinforcing linkages with a range of sectors and by producing additional guidance material/tools

## OBJECTIVES AND PLANS OF ACTION

### Objective

ICRC headquarters provides field delegations with the support they require to effectively address the needs of people affected by armed conflict and other situations of violence. Such support enables the ICRC to improve its access to victims, enhance the relevance of its response and ensure coherence of action at national, regional and international level.

### Plan of action

#### Support for field operations

- ▶ through the five regional management and support teams, guide delegation efforts to carry out contextualized, multidisciplinary responses, while also helping them ensure that their approaches are consistent with institutional policies, guidelines and priorities; encourage sharing of best practices and peer support among delegations and regions
- ▶ advise regional teams and delegations on security and crisis management, including on the deployment of the new security management platform and on ensuring the necessary staff training

### Specific vulnerabilities and resilience

- ▶ strengthen the ICRC's approach to considering its beneficiaries' particular vulnerabilities and to building resilience; ascertain that these are addressed in its multidisciplinary responses; notably:
  - improve action to prevent sexual violence and respond to its consequences; advise delegations on how to highlight the issue during their dialogue with actors of influence and ensure that legal frameworks adequately address the matter
  - consolidate the ICRC's response to displacement during acute and protracted crises (see below), including by seeking to strengthen internal competencies and to promote the ICRC's perspective during external discussions
- ▶ among actors of influence, share best operational practices – particularly those of the ICRC – in relation to activities carried out in view of people's specific vulnerabilities

### Policy, positioning and methodology development

- ▶ promote the use of existing policy and guidance documents/tools, for instance, on protection of the civilian population, sexual violence, and health and detention; encourage ownership of these tools at all levels of the organization, so as to contribute to their application in field practice
- ▶ pursue efforts to improve IT systems; in particular:
  - develop a harmonized structure, set for use in 2016, to enable the Assistance Division to streamline its data collection/management efforts for all the activities in its purview
  - support the deployment of the second module of Prot6, which will include data on protection of the civilian population (including information related to the Health Care in Danger project); continue to assist in the deployment of Family-links Answers (a standard software tool) for National Societies
- ▶ encourage the development and use of innovative practices, approaches and technologies throughout the institution to allow for more efficient responses and use of resources; seek private partnerships in this regard

### Networking and anchoring

- ▶ through the Global Affairs and Networking Unit, guide the ICRC's dialogue and other humanitarian diplomacy efforts – including at the African Union and the UN – particularly those targeting increasingly influential players, such as emerging States, representatives of armed groups, and religious circles; use these contacts to foster respect for IHL and/or acceptance of the ICRC
- ▶ work with the headquarters units and delegations concerned to keep the ICRC's policies and practices responsive to the changing humanitarian environment/agenda, paying attention to developments related to the World Humanitarian Summit in 2016 and taking account of the challenges to coordinated Movement action
- ▶ help delegations boost acceptance of the ICRC and IHL and manage their security risks by supporting their efforts to build ties with actors of influence and by facilitating the sharing of information and best practices

## Objective

Owing to the ICRC's positive leadership, Movement activities in armed conflicts and other situations of violence are coherent and coordinated. In new emergencies, the ICRC and the International Federation agree on each organization's roles and responsibilities, including mobilization of National Society assets and expertise. The ICRC works in partnership with National Societies and other actors.

## Plan of action

- ▶ assist delegations in partnering with National Societies operating in their own countries or working internationally in response to humanitarian needs; foster greater participation by the National Societies in the Rapid Deployment Mechanism
- ▶ contribute to the work carried out across the Movement to improve the action taken in favour of refugees and IDPs, in line with Resolution 4 adopted by the 2013 Council of Delegates
- ▶ maintain and reinforce relations with UN agencies, humanitarian NGOs and influential parties in the humanitarian field to streamline approaches and to facilitate coordination at field level; develop partnerships, as appropriate, so as to carry out activities more efficiently and effectively and tap into each other's areas of expertise
- ▶ continue monitoring the implementation of the Restoring Family Links Strategy for the movement and, on this

basis, prepare a progress report for the 2015 Council of Delegates; establish strategic orientations for the remaining years of the Strategy and engage Movement partners in dialogue on the future of the family-links network

## Objective

Respect for and protection of the wounded and sick and health-care services increase as a result of action taken by Movement components worldwide and of measures adopted by the 31st International Conference.

## Plan of action

- ▶ Lead the Health Care in Danger project; specifically:
  - help facilitate the operational response and expert consultation and diplomatic mobilization tracks, as well as the communication strategy, to ensure the coherent implementation of the project
  - through various international fora, promote the recommendations and findings of the expert workshops and encourage the stakeholders concerned to make use of them
  - as the project enters its final year and in view of the 32nd International Conference, secure the long-term support of partners and the wider international community with a view to having them remain invested in the project's goals even beyond 2015 and continue to see the ICRC as the main reference on the issue

# INTERNATIONAL LAW AND POLICY



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Brussels workshop: domestic regulatory frameworks for safeguarding health care

Integration and Promotion of Law  
Legal  
Multilateral Organizations, Policy and  
Humanitarian Action

The Department of International Law and Policy contributes to the promotion, clarification and development of IHL. Through its expert services on IHL and other relevant norms, it supports the inclusion of these norms in relevant structures and systems; it also provides analysis on humanitarian action and legal trends to complement ongoing policy debates. It contributes to strengthening the ICRC's humanitarian diplomacy at bilateral and multilateral levels and fosters acceptance of the ICRC's humanitarian action and the principles and policies that guide its work. It aims to help improve coordination among humanitarian actors.

## CONTEXT AND MAIN CHALLENGES

In 2015, a large number of armed conflicts are likely to continue worldwide, alongside the growing fragmentation, unpredictability and proliferation of armed groups. The involvement of third States and international coalitions as parties to conflicts – as in the armed conflicts in Iraq and the Syrian Arab Republic – will add to the level of complexity. These and other factors could raise questions about the relevance of the existing legal framework to present-day armed conflicts, or generate debate on specific elements of IHL. In addition, the effects of conflict in heavily populated areas will remain a pressing humanitarian issue.

As rapid technological progress and global connectivity have led to heightened public scrutiny of humanitarian issues, traditional approaches to and mechanisms for humanitarian action are increasingly called into question. This puts pressure on humanitarian practitioners to innovate and adapt to changing realities while maintaining the quality and sustainability of their services. The humanitarian landscape is also being shaped by other factors, such as views from the “global South” gaining more influence in policy and legal circles, and host States and local players being called upon to play greater roles in the delivery of aid. Moreover, the blurring of lines between political/military responses and humanitarian operations continues to pose challenges to the latter, especially in polarized environments.

In response, the ICRC will sustain and/or advance its dialogue with all parties to a conflict, with the aim of ensuring that they are aware of and comply with IHL. In particular, the International Law and Policy Department will work to develop more effective approaches to engaging with armed groups, striving to expand the dialogue beyond security

and access. It will also continue providing support for key aspects of ICRC operations, including legal advice on and analyses of vital issues. Examples of these are studies on the compatibility of domestic law with international legal norms and internationally recognized standards, such as those applicable to the use of force in law enforcement.

When it participates in debates on the best methods to strengthen IHL compliance, the ICRC will seek to encourage a wide range of stakeholders to commit to ensuring that IHL rules are respected and applied in practice. As geopolitical shifts pose challenges to humanitarian space and action, the ICRC needs to strengthen its capacity to influence global policy debates, focusing on key areas such as the protection of civilians, the use of force in responding to situations of violence and the use of certain technologies, means and methods in armed conflicts (e.g. cyber warfare and remotely controlled, automated and autonomous weapons).

Significant events in 2015 – notably, the 32nd International Conference – will present the ICRC with opportunities to raise major concerns related to humanitarian workers' access and proximity to affected populations, their security in the field, and adherence by the Movement's components to the Fundamental Principles. Various activities to advance the ICRC's institutional strategy on topics such as sexual violence will also be integrated into the department's work.

The importance of handling sensitive information in a confidential manner, especially in the face of legal challenges and a global shift to a preference for transparency, will be further emphasized. In its dialogue with pertinent stakeholders and at multilateral fora, the ICRC will stress the continuing need for confidentiality to maintain its capacity to respond to humanitarian needs.



In 2015, the department's main challenges will be to:

- ▶ support ICRC operations with accurate guidance, particularly by: advising delegations on the legal framework applicable to a context/situation and the protection it affords; enabling them to provide credible, authoritative positions on legal and policy issues; and helping them engage in more sustained and substantive dialogue with armed groups
- ▶ continue to lead the “Strengthening IHL” process, notably by mobilizing State and civil society support and obtaining feedback from armed groups, and reporting on progress at the 32nd International Conference
- ▶ engage with all key stakeholders and step up humanitarian diplomacy efforts to secure the widest possible support for ICRC operations and to increase institutional capacity to inform policy debates on pertinent issues, including access to conflict- and violence-affected people, civil-military relations, the effects of certain weapons, and sexual violence
- ▶ maintain the ICRC's status as the leading reference organization on IHL, notably by: managing the efficient and timely implementation of long-term initiatives, such as the updating of the Commentaries on the 1949 Geneva Conventions and their 1977 Additional Protocols and of the database on customary IHL; and enhancing the sustainability of ICRC training programmes for key external audiences, including on online/multimedia platforms
- ▶ strengthen the ICRC's capacity to protect confidential information, including by ensuring that its privileges and immunities are clearly incorporated into headquarters agreements and other legal instruments
- ▶ ensure that the 32nd International Conference continues to serve as a key platform for addressing Movement concerns while constructively engaging and seeking coherence with upcoming global processes, notably the 2016 World Humanitarian Summit

## OBJECTIVES AND PLANS OF ACTION

### Objective

Respect for the lives and dignity of the people affected by armed conflicts and other situations of violence is reinforced by the reaffirmation, clarification and development of IHL.

### Plan of action

- ▶ by providing legal advice/opinions, support ICRC operations with accurate guidance and expertise
- ▶ implement both tracks of the “Strengthening IHL” process – (i) improving the protection of people deprived of their freedom and (ii) enhancing and ensuring the effectiveness of IHL compliance mechanisms – by:
  - mobilizing support from governments and other key stakeholders through enhanced bilateral dialogue and meetings of all States
  - preparing reports and/or resolutions for adoption at the 32nd International Conference
- ▶ help clarify IHL and promote the ICRC's positions on legal/humanitarian issues, notably by:
  - engaging in dialogue with key stakeholders, including governmental and academic circles, on key concerns such as the use of explosive weapons in populated ar-

reas, the use of force in law enforcement, and cyber warfare

- participating in fora/discussions on autonomous weapon systems, in particular critical aspects related to “meaningful human control” and ethical issues
- updating the customary IHL database by making data on domestic practice for 2008–11 and international practice up to the end of 2013 available online
- pursuing the project to update the Commentaries on the 1949 Geneva Conventions and their 1977 Additional Protocols, specifically by publishing and promoting the Commentary on the First Geneva Convention, submitting the draft Commentary on the Second Geneva Convention for peer review and continuing to draft the Commentary on the Third Geneva Convention
- providing guidance/technical support to National Societies engaging in dialogue with governments on nuclear weapons, in line with the resolutions adopted by the 2011 and 2013 Council of Delegates
- ▶ continue to engage with States and National Societies with a view to promoting the ratification and implementation of the Arms Trade Treaty
- ▶ continue to raise awareness among States and with National Societies about the devastating human costs of nuclear weapons and encourage States to take measures to ensure that nuclear weapons are never used again

### Objective

Governments, weapon bearers, intergovernmental bodies, NGOs, academic circles and other influential groups know and respect IHL and other internationally recognized norms and standards protecting people affected by armed conflicts and other situations of violence. They integrate them into their policies and practices and into domestic legislation, promote them and support the ICRC's mandate, role and activities. Policy and legal debates related to humanitarian action and IHL are influenced by the ICRC's evidence-based analysis and reference documents.

### Plan of action

- ▶ in order to boost respect for IHL and its integration through domestic legislation and weapon bearers' training, doctrine and operations:
  - coordinate the process of updating the Roots of Behaviour in War study by supporting the data collection from armed forces and armed groups in six contexts
  - strengthen the dialogue on the conduct of hostilities and the protection of civilians by following up on the findings from consultations with selected armed forces regarding the practical measures/precautions taken when using indirect fire
  - in Canada, organize the annual Senior Workshop on International Rules Governing Military Operations
  - continue to encourage the formation of national IHL committees and help them develop their capacities
  - in bilateral meetings/consultations, discuss ways to improve the protection of health-care services, the prevention of and penalties for IHL violations, and compliance of domestic legislation with applicable international norms

- ▶ lead institutional efforts to engage in more effective dialogue with armed groups, with the aim of encouraging their compliance with IHL and other relevant norms
- ▶ increase support for delegations efforts to negotiate legal instruments and deal with court cases or public enquiries related to the ICRC's privileges and legal immunities
- ▶ develop relevant approaches for preventing and responding to the consequences of sexual violence by analysing the domestic legal framework in different countries to identify gaps between needs and responses
- ▶ promote IHL knowledge and training, particularly by consolidating online training capacities and virtual tools
- ▶ contribute to better IHL implementation, notably by:
  - in close consultation with the Committee to Promote Respect for International Humanitarian Law of the Inter-Parliamentary Union, producing and launching English, French and Spanish versions of a new handbook on the role of parliamentarians in IHL implementation
  - assessing the role of judicial/legal authorities in upholding respect for IHL, and identifying capacity-building needs
- ▶ actively engage in discussions shaping the global humanitarian landscape, particularly in the context of the 32nd International Conference in 2015 as well as in the preparations leading to the 2016 World Humanitarian Summit, and influence legal debates on current humanitarian issues by:
  - producing short, timely and accessible policy briefs and position papers
  - engaging/consulting more closely with delegations and other partners within and outside the Movement, including experts from non-Western contexts
  - developing synergies with specialists and relevant target groups through outreach tools (e.g. *International Review of the Red Cross*, training courses and thematic conference cycles)
  - presenting reports, particularly in multilateral fora, on contemporary challenges to IHL and humanitarian action
- ▶ strengthen delegations' capacities to engage in multilateral humanitarian diplomacy, including by refining the strategy on engagement with the UN Human Rights Council and other human rights stakeholders
- ▶ developing strong and coherent relations and synergies with NGOs and other humanitarian players, notably through the Steering Committee for Humanitarian Response
- ▶ in view of the 50th anniversary of the adoption of the Fundamental Principles to be celebrated at the 32nd International Conference, ensure the successful completion of the Principles Guiding Humanitarian Action project

# COMMUNICATION AND INFORMATION MANAGEMENT



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ICRC headquarters, Humanitarium. Press conference given on the occasion of the visit of Mr. José Manuel Barroso, President of the European Commission.

Archives and Information Management  
Corporate Communication  
Information and Communication Technologies  
Public Communication

The Communication and Information Management Department seeks to foster understanding and acceptance of the ICRC's work and of IHL. It aids institutional decision-making by monitoring the environment in which the ICRC operates and tracking its reputation. It conducts strategic internal and external communication activities in a range of languages, incorporating public relations, online communication and releasing audio-visual content and printed materials. The department implements the Information Environment Strategy, with a view to strengthening the coherence of information management, including by helping safeguard institutional memory for internal and external use. It provides information and communications systems and technologies that meet operational and corporate requirements.

## CONTEXT AND MAIN CHALLENGES

As global communication turns towards real-time access to information through digital/social media and portable devices – such as mobile phones and tablets – the department will seek to make the ICRC's website and social media outlets more accessible and relevant, in order to enhance visibility of the plight of conflict- and violence-affected people and build external understanding and support for the ICRC's mission, activities and identity. It will also step up production of audiovisual material and use new technologies to better engage with beneficiaries and other key stakeholders – particularly during large-scale emergencies and other crises. In addition, films, photographs and other digitized content from the ICRC's archives, and the public opening of the ICRC's 1966–75 archives will be used to foster interest in ICRC history. Delegations will also be helped to establish/strengthen their own online presences and create content tailored to their specific contexts.

The department will also reinforce efforts to support operations. For example, it will develop communication strategies to better involve beneficiaries in needs assessments and operational planning. Communication staff worldwide will assist in operational decision-making, by providing actionable insight gleaned from environment-scanning activities.

Efforts will be pursued to strengthen Movement communication and positioning, distinguish the Movement from other organizations, reinforce its branding and raise aware-

ness of the protective function of its emblems. This will be geared towards preparing for Movement statutory meetings at the end of 2015.

To enhance collaboration and strengthen the ICRC's information management practices, the department will continue upgrading the organization's digital workplace as part of the overall Information Environment strategy, making technical information and communication technology (ICT) support available round-the-clock and implementing information governance and programmes.

The department will also adapt its organizational structure to adjust to the shift towards greater decision-making responsibility at field level.

In 2015, the department's main challenges will be to:

- ▶ contribute to improving interaction with beneficiaries to better voice their needs during assessments and the planning of ICRC activities in their favour
- ▶ particularly during large-scale emergencies and other crises, strengthen Movement communication and positioning, and facilitate coordination between Movement components
- ▶ increase public awareness and respect of the protective role of the Movement's emblems, and the Fundamental Principles; provide communication support to the Health Care in Danger project, with a particular focus on mobilizing support from the international community

- ▶ promote coherent brand identities within the ICRC and the Movement, including for communication and fundraising purposes
- ▶ spearhead implementation of the Information Environment strategy and related road maps across the organization
- ▶ strengthen internal communication by providing counsel and support to managers throughout the organization
- ▶ continue strengthening its organizational capacities, while adapting to the ICRC's move to increase decision-making responsibility at delegation level and minimizing costs

## OBJECTIVES AND PLANS OF ACTION

### Objective

The ICRC's communication activities have improved access to and formed constructive relations with people affected by armed conflict and other situations of violence, and contribute to an environment more conducive to respect for IHL and other relevant norms. Key stakeholders step up their support for the ICRC's role and mandate and recognize the ICRC as an effective, professional and relevant humanitarian organization and a reference on IHL.

### Plan of action

#### Communication

- ▶ help promote IHL and gain support and acceptance for the ICRC as a neutral, impartial and independent humanitarian organization working in favour people affected by conflict and other situations of violence by providing communication support and tools to delegations and headquarters units; in particular:
  - particularly during large-scale emergencies and other crises, work to strengthen the ICRC's capacity to manage crisis communication, position the Movement as an effective humanitarian organization distinct from other organizations, and enhance coordination between Movement components
  - contribute to enabling beneficiaries to better voice their needs during assessments and the planning of ICRC activities by developing communication strategies to ease this interaction and encouraging delegations to exchange best practices in this regard
  - support delegation endeavours to adapt their communication efforts to their contexts by providing advice on how to establish/strengthen their online presence
  - raise support from States and other stakeholders, particularly for the Health Care in Danger project, including during the 32nd International Conference and other international fora
  - strengthen the Movement's branding efforts and contribute to the development of a Movement logo and terms of use, including through a resolution submitted to the 2015 Council of Delegates; increase awareness of the protective function of the Movement's emblems, and of the Fundamental Principles
  - revise the communication policy to better reflect current ICRC practice
  - strengthen digital communication, increase production of tailored multimedia and social media content, improving the availability of these tools on mobile devices, and introduce e-learning solutions
- increase training and recruitment efforts to boost the capacities of communication staff
- optimize language services

### Environment scanning and reputation research

- ▶ to optimize in-house understanding of the ICRC's operating environment and reputation:
  - focus environment-scanning efforts on producing actionable insights in a timely manner, particularly during crises; at the same time, increase communication staff's capacity to produce such insight through training
  - monitor the ICRC's visibility in priority media to orient public communication strategies
  - pursue research on the ICRC's perceptions and reputation through tailored research amongst stakeholders and a global opinion poll of the public; conduct a second comprehensive survey for ICRC staff

### Internal communication

- ▶ encourage and facilitate interaction between management and staff by:
  - providing advice and support for key managers
  - developing more efficient channels of communication, for example, interactive functions on the ICRC intranet
  - supporting major projects such as the People Management programme (human resources management) and the Information Management programme (collaboration and communication tools)

### Objective

Information management processes are managed effectively and with efficiency. They foster sound decision-making and accountability and permit the search and retrieval of information. They are adapted to the ICRC's requirements and are supported by professional tools, services and practices. Information and communication technology and infrastructure perform optimally, providing support for the full range of ICRC activities both at headquarters and in the field.

### Plan of action

#### Information environment

- ▶ as part of the Information Environment strategy:
  - ensure effective governance of the digital working environment through the Information Architecture and Security Boards, and implement mechanisms to guarantee information security and good data management
  - strengthen ICT support to ICRC staff worldwide by establishing round-the-clock services and adapting field and headquarter structures to minimize costs
  - monitor the financial, information security and architecture dimensions of the strategy's implementation and make regular progress reports to governing bodies; where needed, initiate measures to mitigate financial risks
- ▶ implement more than 40 projects aimed at optimizing backbone and other business services, in particular, OSCAR (logistics and financial data management), the Human Resources Information System, the result-based



management tool, and PROT6 (Central Tracing Agency and Protection data management)

- ▶ address gaps between international/State regulatory standards applying to the protection of personal data and related ICRC policies and practices; seek exemptions for the ICRC and National Societies where necessary
- ▶ enhance ICT services and infrastructure; in particular:
  - facilitate collaboration between staff worldwide through continued efforts to develop the ICRC's digital working environment, including by deploying collaborative workspaces; establish a structure to manage that environment
  - enhance ICT and information management support for field and headquarters staff in accordance with established Service Level Agreements
  - continue developing a new records management system, for example by defining clear indicators to measure proper information handling

### Objective

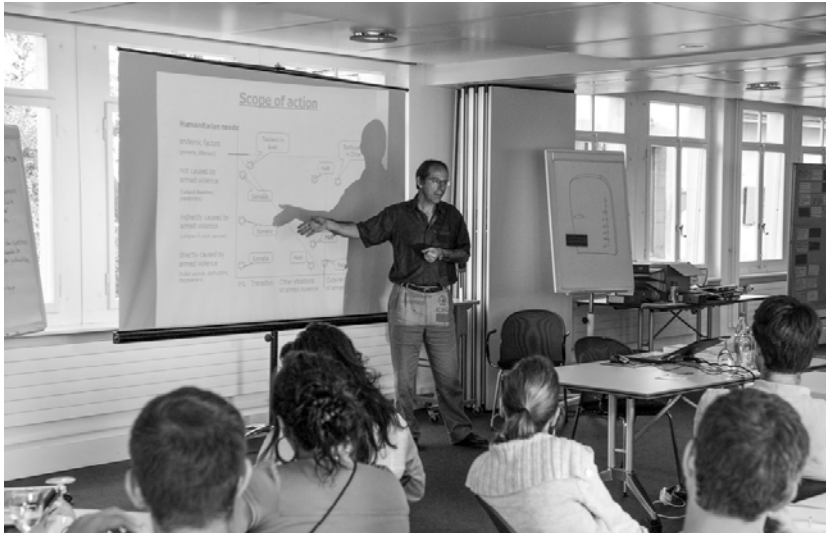
The public and current archives, library collections and audiovisual resources help enhance knowledge of ICRC activities past and present, of the challenges faced by humanitarian action and of IHL. They are used by internal and external clients. The acquisition and preservation of records safeguard institutional memory and ensure accountability.

### Plan of action

#### Archives, audiovisual resources and library collections

- ▶ to facilitate access to resources in the archives:
  - open the ICRC's 1966–75 archives to the public; help partner institutions conduct academic research into this period
  - upload selected films and photographs to ICRC media platforms to foster public interest in the organization's history
  - continue to digitize specific collections to make these more accessible, and optimize the archives' dedicated web portal
  - process information in the archives into input that delegations and headquarters units can use in their communication efforts
- ▶ continue implementing the archives policy revised in 2013 and raising awareness of revised rules governing access
- ▶ assess and adapt current mechanisms for preserving and storing paper resources
- ▶ monitor publications by former staff and intervene in the event of authors failing to respect their obligation of discretion

# HUMAN RESOURCES



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Integration course for ICRC delegates in Ecogia.

The Human Resources Department ensures that the ICRC has a sufficient pool of competent staff to meet its operational needs worldwide. It develops the policies, tools and services for recruitment, compensation, training and talent management to allow for the ICRC's sustained growth. Its policies are geared towards raising professional standards, developing the particular skills required for humanitarian work and supporting the management and empowerment of a diverse and inclusive workforce through its professional hierarchy. The department strives to promote institutional cohesion by encouraging staff to identify with the organization's visions and objectives. The ICRC is an equal opportunity employer.

Human Resources Expertise  
Human Resources Operations  
Human Resources Shared Services  
Human Resources Sourcing  
Learning and Development

## CONTEXT AND MAIN CHALLENGES

The Human Resources (HR) Department is transitioning to a new HR service delivery model based on four divisions (Sourcing, Operations, Shared Services, and Learning and Development). The model is supported by centres of expertise that design and develop policies and guidelines (e.g. on gender, diversity and compensation), and by HR partners providing support/advice to managers in the field and at headquarters on HR issues (e.g. workforce planning).

In parallel, the department is focusing on integrating its People Management programme (PMP) projects into standard HR policies. The PMP covers several workforce-related aspects, including career development and the distribution of responsibilities between headquarters and the field, and thus plays a role in the implementation of the 2015–2018 Institutional Strategy.

Both these efforts aim to improve HR services and make them more available to all staff, especially those in the field. They also endeavour to respond to the ICRC's goal to widen its humanitarian operations by increasing the sourcing and deployment of qualified personnel, including from National Societies. The department has taken specific steps to achieve these aims, notably by:

- ▶ launching the new international assignment planning framework, the HR Information System and the ICRC Humanitarian Leadership and Management School
- ▶ in line with the institutional Corporate Services Initiative, decentralizing the management of professional expenses for Geneva-contracted staff to the Manila Shared Services Centre and exploring the feasibility of

outsourcing all headquarters tasks related to travel, hotel and events

The department expects a twofold challenge in 2015, similar to what it faced in 2014: to develop and implement new or revised systems, policies and projects, and to meet the demand for ad hoc staffing needs during crises. Specifically, it will:

- ▶ proceed with the transition to the new HR service delivery model and the progressive implementation of the PMP
- ▶ launch PMP projects for the HR Information System and performance management
- ▶ shift towards a more strategic and proactive recruitment process, which includes implementation of the new international assignment planning framework
- ▶ help ease the integration of field HR managers into their working environments; boost regional HR partners' involvement in high-level strategic planning
- ▶ implement a new individual development approach enabling mobile and resident staff to improve their performance; increase training opportunities for staff, including through the Humanitarian Leadership and Management School
- ▶ develop context-specific social security policies and health-care support for staff, such as medical examinations for newly hired personnel in pilot delegations
- ▶ ensure that gender equality, diversity and inclusion are mainstreamed into all PMP frameworks and HR procedures; revise the mechanism for preventing and dealing with harassment cases

- ▶ with partner National Societies, develop post-traumatic stress mitigation measures

The institutional top-risk “Duty of Care” project was approved by the Directorate in June 2014. Strategies will be developed and implemented throughout 2015 to decentralize health services and to provide resident and mobile staff with clear and transparent health policies, while striking a balance between the protection of individuals and operational needs.

## OBJECTIVES AND PLANS OF ACTION

### Objective

The ICRC has the necessary vision, strategy, tools and expertise to recruit, remunerate and retain employees and to support, develop and manage their career paths in a cost-effective, efficient and timely manner, thereby ensuring that it can meet its objectives and be relevant in the face of changes in its operating environment. It manages its human resources accordingly.

### Plan of action

#### PMP

- ▶ help improve HR services for staff by:
  - equipping HR managers with the skills needed to recruit, develop and retain staff and deliver HR solutions in line with operational needs; deploying more field HR managers; establishing an HR field unit at headquarters to ensure a smooth transition
  - developing centres of expertise on staff health and safety and on HR pool management
  - implementing a revised compensation and benefits system; establishing a remuneration scheme for resident and mobile staff that is adapted to the relevant labour markets and financially sustainable
- ▶ enable personnel to further boost their capacities by:
  - increasing training opportunities for HR staff in the field; ensuring that training becomes a continuous development process for them
  - handing over implementation of a second training module to the Humanitarian Leadership and Management School; launching a third module

#### HR Information System

- ▶ create modules for recruitment, international assignment planning, performance and HR data management; deploy these modules worldwide
- ▶ roll out the updated performance management system, including by implementing it in the HR Information System and training staff and HR service providers through e-learning modules
- ▶ launch a biannual job openings compendium aimed at filling head of delegation and middle manager positions; review the international assignment planning framework, training and communication and implement these through the HR Information System

#### Sourcing and pool management

- ▶ allocate HR processes (pool sourcing, recruitment, job openings compendium management, development, succession planning) to 3 service levels, enabling the consistent and cost-effective performance of these tasks
- ▶ in coordination with HR managers and National Societies, ensure a more professional and diversified workforce by considering the specializations, language proficiency,

gender and social and cultural backgrounds of applicants during the recruitment process; identify regional staff positions that may be filled by National Society staff on loan, with a view to increasing the number of those deployed

- ▶ define new career and mobility management responsibilities for personnel managers; implement a succession planning process for middle manager and specialist positions at field level

#### International assignment planning

- ▶ ensure that mobile positions are adequately staffed by:
  - filling planned and emergency posts in a timely manner with competent personnel who fit context-specific requirements
  - including at least 1 more pool of specialized postings in the job openings compendium; publishing job openings for staff

#### Operations

- ▶ through HR managers at headquarters, deliver professional support and advice to the Corporate Services Initiative to ensure compliance with the implemented social plan; in accordance with legal and ethical standards, monitor the implementation of the Headquarters Mobility Initiative, intended to facilitate the transfer of competences between the field and headquarters
- ▶ turn over responsibilities related to transactional and operational field HR activities to field HR managers; continue improving HR services for staff and line managers by deploying 22 field HR managers; with the Department of Operations, help these managers adjust to their working environment to ensure the smooth functioning of activities
- ▶ assign a regional HR partner to each of the 5 operational regions; encourage regional HR partners to play a leadership role in the implementation of the HR priorities of the regional strategic framework

#### Shared Services

- ▶ while preparing for the full implementation of the HR Information System in 2016:
  - provide professional support to mobile staff in HR administrative matters
  - continue to streamline the management of administrative tasks and to implement an IT solution for workflow automation and ticketing management

#### Duty of care

- ▶ develop policies on comprehensive staff health (e.g. with regard to smoking, alcohol consumption) and on global social security covering health and accident schemes and pension benefits
- ▶ establish guidelines on managing employees' health problems in countries where health services fall short; with input from a health specialist, explore the possibility of offering transborder treatment for staff who need it
- ▶ in pilot delegations, conduct medical examinations for newly hired staff to minimize their health risks while at work
- ▶ on the basis of a review of institutional mechanisms dealing with harassment, carry out activities to help prevent incidents
- ▶ with partner National Societies, develop post-traumatic stress mitigation measures to help staff deal with the growing number of crises confronting them

**Centres of expertise**

- ▶ while adapting the revised compensation and benefits system to HR policies, develop new job grading and reward schemes
  - ▶ facilitate the integration of the HR Information System into HR structures, including by hiring or training staff and configuring the system based on needs
  - ▶ continue to develop other centres of expertise, such as health-care services
- ▶ support the professional development of trainers by implementing an information management system and enabling them to participate in workshops; use project-management tools to monitor the impact of activities
  - ▶ organize all institutional training courses, especially for middle managers responding to needs in the field; offer the first and second PMP-delivered modules of the Humanitarian Leadership and Management School

**Objective**

ICRC staff members have the opportunity and means to develop their skills, thereby ensuring the constant improvement of individual and collective performance.

**Plan of action**

- ▶ build a coherent organization-wide learning and development structure and policy, which include an institutional training catalogue
- ▶ implement a new individual development approach enabling mobile and resident staff to improve their performance and to strengthen their employability both internally and externally

**Objective**

The ICRC, at all levels, operates in accordance with its gender equality policy and with principles on diversity and inclusion for the benefit of the organization and the people it is seeking to protect and assist.

**Plan of action**

- ▶ continue to promote the gender equality policy and work-life balance measures among field and headquarters staff, including through the Sustainable Development Framework
- ▶ develop an e-learning tool on gender stereotypes and biases
- ▶ adopt an institutional position on diversity and inclusion



# FINANCIAL RESOURCES AND LOGISTICS



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Kodori Valley, Georgia. ICRC convoy crossing a river on a wooden bridge.

External Resources  
Finance and Administration  
Logistics  
Private Sector Fundraising

The Department of Financial Resources and Logistics supports field operations in terms of finance, administration and logistics, while raising and managing funds for the ICRC as a whole. It works closely with all other departments and maintains close ties with donors to keep them abreast of ICRC operations and financial requirements. The department regularly streamlines its processes to ensure that its support to the field is cost-efficient, effective and responsive to operational needs. It verifies compliance by ICRC headquarters and delegations with financial regulations and institutional procedures. It ensures that the ICRC's working methods integrate the principles of sustainable development.

## CONTEXT AND MAIN CHALLENGES

The scale of field operations and the level of the ICRC's financial growth in 2014 – expected to continue through 2015 – required the department to raise more funds, manage more money and infrastructure, and purchase/deliver more goods and services. The ICRC, benefiting from unprecedented support from the Donor Support Group (DSG)<sup>1</sup> in 2014, will maintain its efforts to diversify funding sources.

The department is heavily involved in the ongoing deployment of the new global supply chain solution, OSCAR (Operational Supply Chain Agile and Reliable), which aims to reinforce the ICRC's logistical capacity to respond to operational needs and improve financial management. The project went live at headquarters in June 2014 and is in the process of being deployed at the Nairobi Logistics Hub and the Manila Shared Service Centre. In tandem with the delocalization of corporate services, the department plays a lead role in proposing other optimization measures, notably in relation to indirect purchasing and facilities management at headquarters.

Market performance again had a positive impact on the ICRC's long-term investments. Treasury management will continue to be a priority area, notably in relation to cash management and preparatory work on improving systems.

In 2014, the department successfully managed to strike a balance between ensuring business continuity and support to expanding operations on the one hand, and implementing change and new priorities on the other. This balancing

act will likely intensify and characterize the department's work in 2015.

In 2015, the department's main challenges will be to:

- ▶ preserve and, where possible, increase the level and quality of funding from DSG members, while implementing measures to widen the donor base among governments
- ▶ in the context of the 32nd International Conference, integrate fundraising into the dialogue with the National Societies to enhance the Movement's response in large-scale emergencies
- ▶ while continuing to comply with the International Financial Reporting Standards (IFRS), strike an appropriate balance between increasingly stringent compliance/accountability requirements and the need for operational flexibility
- ▶ meet the additional demands on logistics arising from implementation of the 2015–2018 Institutional Strategy, particularly in relation to health programmes, the Movement's response to emergencies and risk management
- ▶ review, as necessary, the existing funding strategy in the light of the ambitions set out in the 2015–2018 Institutional Strategy
- ▶ using innovative solutions and targeted partnerships, continue to provide efficient logistical support to expanding field operations, while complying with ethical/quality standards for purchasing despite customs barriers, pressure on supply-chain costs and donor requirements
- ▶ pursue the deployment of the OSCAR project to operational delegations with all required change management processes

<sup>1/</sup> The ICRC Donor Support Group is made up of governments contributing more than CHF 10 million in cash annually.

- ▶ help adapt and strengthen organizational capacities to sustain growth, including alleviating the administrative workload of delegations and increasing the efficiency of headquarters financial management
- ▶ expand implementation of the Framework for Sustainable Development in delegations and gain expertise through partnerships

## OBJECTIVES AND PLANS OF ACTION

### Objective

Adequate and quality funding is secured to cover ICRC operations.

### Plan of action

- ▶ with a view to enhancing the ICRC's independence, continue to engage in dialogue with **government donors**; in particular:
  - encourage them to maintain or increase their level of contributions while sustaining or improving the predictability and, through non- or loose earmarking, the flexibility of their contributions
  - explore new approaches to securing new/unused budget lines
  - discuss all matters in depth with members of the DSG, particularly during the annual meeting and thematic/policy fora
  - continue broadening the ICRC's donor base among governments by intensifying relationship management with potential new donors, including by organizing visits to field operations for government representatives
- ▶ endeavour to obtain more substantial and predictable contributions from **National Societies**; engage them in different types of partnerships defined by common interests/opportunities and win-win funding solutions
- ▶ in order to increase funding from **private sources**:
  - in partnership with National Societies, develop innovative approaches, including by implementing the new digital fundraising strategy, to obtaining funding support from new target groups, particularly private donors from outside Switzerland
  - target support from high net-worth individuals using a new approach that actively involves the ICRC Assembly, while simultaneously continuing to develop fundraising schemes for the rest of the private sector and the general public
  - renew and develop additional partnerships with private companies through the Corporate Support Group<sup>2</sup>
  - develop and manage donor funding packages, for example in relation to the ICRC's physical rehabilitation programme, based on reasonable and achievable needs-based ICRC objectives, activities and budget
- ▶ **optimize the use of existing resources**, including online communication tools, and help selected ICRC delegations assume their assigned fundraising roles
- ▶ review, as necessary, the 2012–2020 Funding Strategy in the light of the ambitions set out in the 2015–2018 Institutional Strategy

### Objective

The department's capacity to deliver goods and services to operations is optimized.

### Plan of action

#### Finance

- ▶ adapt the financial and administrative framework where relevant, in order to reduce the administrative workload while preserving adequate control and consistency
- ▶ link financial information to result-based management so as to strengthen the relevance of the decision-making process
- ▶ revise the financial and administrative framework regulating relations between National Societies and the ICRC so as to facilitate partnerships while remaining accountable to donors
- ▶ upgrade headquarters IT systems related to finance and treasury, review/update the pertinent operating procedures and provide staff with the necessary training

#### Administration

- ▶ further enhance the breadth of services delivered by the Manila Shared Service Centre on issues such as fraud and integrated reconciliation
- ▶ build up savings through process automation/optimization in areas such as security and remote facility management

#### Logistics

- ▶ improve the quality of services provided to support ICRC operations; in particular:
  - design a supply network that adequately covers the needs of ICRC operations and strikes an optimal balance between cost, reliability and speed
  - ensure that the transport of passengers and cargo is safe, reliable and cost-efficient, and optimize this service via an adequate mix of internal and outsourced capacities
  - further streamline purchasing at headquarters and optimize worldwide inventory costs

#### Sustainable development

- ▶ in line with the Framework for Sustainable Development, help up to 20 delegations set up and use sustainable development indicators for management purposes
- ▶ support the efforts of the Environment and Sustainable Development Competence Unit based in the ICRC delegation in Nairobi to collect data and analyse indicators

#### Cross-cutting initiatives

- ▶ deploy the OSCAR project in up to 10 operational delegations

### Objective

The organization's efficiency, best practices and accountability towards internal and external stakeholders is reinforced.

### Plan of action

#### Finance

- ▶ produce all financial information required under the ICRC's Statutes and by law, including audited, consolidated financial statements compliant with the IFRS; adapt processes and procedures as necessary to be in a position to meet obligations and changes in standards
- ▶ implement treasury policies, focusing in particular on the introduction of the new Treasury Management System

2/ Each member provides a minimum of CHF 500,000 per year to the ICRC or, in some cases, to the Foundation for the ICRC.

- ▶ continue to enhance the efficiency of the internal control system
- ▶ seek new measures to boost efficiency in the field and at headquarters

#### **Administration**

- ▶ optimize costs and utilization of ICRC buildings, with a particular focus on their environmental footprint (notably the Carlton building at headquarters); increase the occupancy rate of the Ecogia Training Centre
- ▶ ensure the maintenance and security of all buildings and provide general administrative services, including progressively ensuring access for people with mobility impairment to ICRC premises

#### **Logistics**

- ▶ update logistics processes in line with best practices, innovative technology and high ethical standards
- ▶ identify and mitigate major risks, and re-inject lessons learnt into a process of continuous improvement
- ▶ pursue supply chain and purchasing excellence, including by finalizing an institution-wide purchasing policy

- ▶ enhance the internal and external communication of the Logistics Division

#### **Sustainable development**

- ▶ through external partnerships, develop technical know-how to foster coherent, adequate and feasible ecological solutions to meet the requests coming from the field

#### **Cross-cutting initiatives**

- ▶ analyse current business processes and identify opportunities for optimization – particularly in the area of corporate services – in order to enhance the efficiency of support activities, while striving for high-quality service and return on investment
- ▶ help streamline and rationalize the ICRC's reporting system, through strong involvement in the new Business Intelligence and Piloting Programme; work towards optimizing the collection and restitution of data to donors
- ▶ maintain the master-data management system with procedures to be used by divisions and units throughout the organization

# INVESTMENT BUDGET



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Satigny, Geneva, Switzerland. Archive room no. 61, ICRC logistics centre building.

## 2015 INVESTMENT BUDGET: CHF 43.76 MILLION

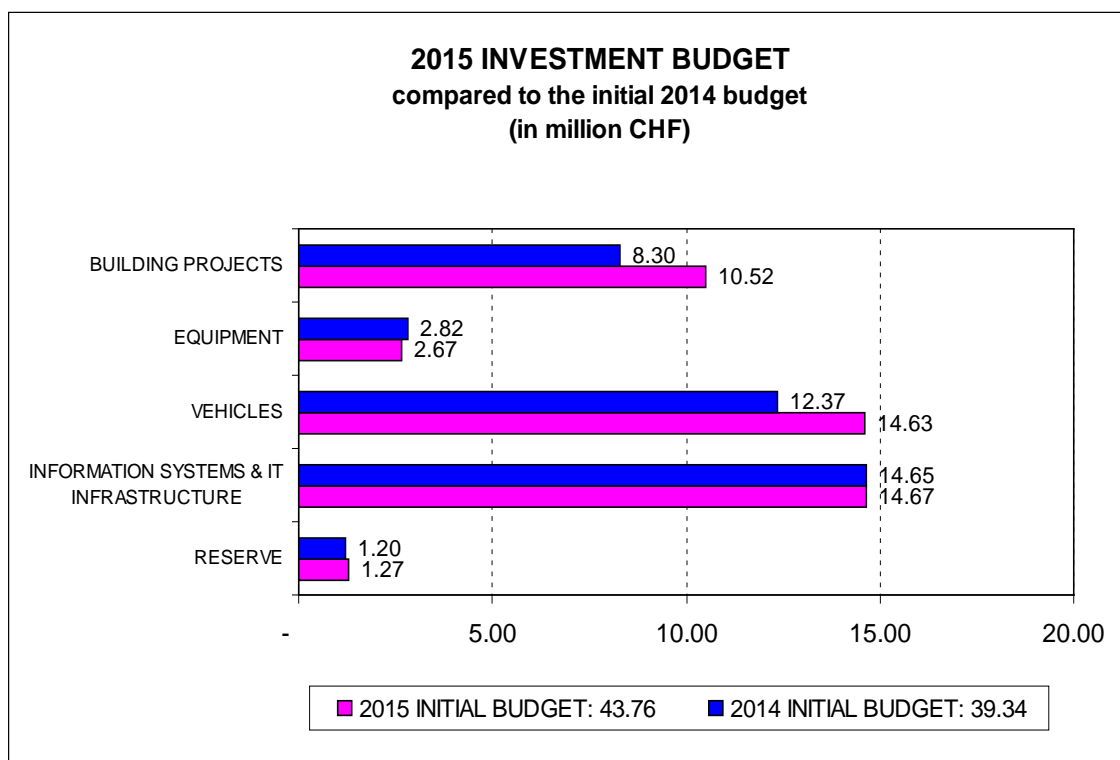
### INTRODUCTION

The ICRC's financial structure has three parts: the field budget, the headquarters budget and the investment budget, which is presented below. This investment budget covers the investments made in the field and at ICRC headquarters for the organization's own purposes (buildings, equipment, vehicles, intangibles), in accordance with the ICRC's financial model and the International Financial Reporting Standards (IFRS). Investment costs are met by an investment fund, sustained by depreciations charged each month to the units (at headquarters or in delegations) that

have used the investment and which appear in the annual operating budgets for both headquarters and the field. As at 31 December 2013, the reserve for assets replacement amounted to CHF 227.10 million, while total fixed assets stood at CHF 208.28 million after amortization (the acquisition costs stood at CHF 386.39 million). The ICRC considers the assets overleaf as investments, with amortization periods calculated on the basis of the estimated duration of usage:

| Goods  | Minimum Value | Length of amortization |
|--|---------------|------------------------|
| Material goods (generators, IT servers, telephone systems, radio communication material, etc.) | CHF 10,000    | 3 to 5 years           |
| Light vehicles   | CHF 10,000    | 5 years                |
| Trucks and trailers  | CHF 10,000    | 8 years                |
| Property in Switzerland  | CHF 100,000   | 20 to 70 years         |
| Property abroad  | CHF 100,000   | 3 to 20 years          |
| Property installations   | CHF 100,000   | 10 years               |
| Active intangibles (licenses, initial configuration or programming of IT software)             | CHF 100,000   | 5 years                |





### INVESTMENT BUDGET 2015

- The 2015 investment budget is set at CHF 43.76 million, an increase of 11% compared with the initial 2014 budget of CHF 39.34 million. This is because of the increased needs – and wider operational surface – that the ICRC is addressing, with very large assistance operations, notably in the field of health, mobilizing extensive logistical resources.
- In 2014, 8 investment budget extensions were approved for a total of CHF 15.22 million, including: CHF 9.08 million to finance investments (mainly vehicles, barges and generators) in the delegations in the Central African Republic (hereafter CAR), Moscow (regional), South Sudan and, in relation to the Syrian armed conflict, in Egypt, Iraq, Jordan, Lebanon and the Syrian Arab Republic; and CHF 6.14 million for: purchasing offices for the Bangkok regional delegation and the Nairobi Logistics Hub; completing the construction of an orthopaedic centre in Faizabad (Afghanistan); miscellaneous repairs/upgrades of offices in N'Delé and Kaga-Bandoro (CAR); and rehabilitating warehouses for the storage of medical supplies in Amman (Jordan) and Bangui (CAR).
- The ICRC had a fleet of 3,127 vehicles in 2014 (2,901 in 2013), among them 2,768 light vehicles and 359 trucks and trailers. It reassesses the optimal size of this fleet during each new budget process, and vehicles are routinely transferred between delegations. The estimated cost for renewing the fleet in 2015 is CHF 14.63 million (CHF 12.37 million in 2014) for 353 vehicles. This amount includes the purchase of 39 trucks and 14 trailers.
- The equipment budget of CHF 2.67 million covers the renewal of materials at headquarters and in the field, as well as equipment, installations and renovations at headquarters. For example, CHF 1.18 million will be allocated for generators in the field, while CHF 0.70 million will cover the renewal of the machines, equipment and moulds of the manufactory for prosthetic/orthotic components in Coppet, Switzerland, including for the development of a new process to manufacture foot components and produce a new type of knee.
- The property investment budget of CHF 4.90 million includes a reserve of CHF 4.00 million in case properties need to be purchased in the field. In 2014, for instance, offices were purchased for the Bangkok and Brasilia delegations and the Nairobi Logistics Hub, for which the ICRC had been hard pressed to find another solution following the termination of the Nairobi delegation's rental contract. In South Sudan, the reconstruction of the compound in Juba has been put on hold owing to land ownership issues, while the construction of the office/residence in Bentiu has been frozen owing to the armed conflict. The construction of the Faizabad orthopaedic centre will end mid-2015, while the rehabilitation of the Amman and Bangui warehouses will be finished by end-2014 and early 2015, respectively.
- A budget of CHF 14.67 million (CHF 14.65 million in 2014) is foreseen for the upgrade of software packages (information systems) and IT infrastructure investments. In mid-2013, the Information and Communication Technology unit presented the IT road map – an exhaustive inventory of all the IT solutions, infrastructure, basic products and business solutions that the ICRC will have to implement over the medium term – an ambitious project budgeted at CHF 77.00 million for the period 2012–18. This road map includes the OSCAR (common logistics and finance solution, deployed at headquarters in June 2014, and is in the process of being gradually deployed in operational delegations) and Connect (communication, ongoing deployment will end in early 2015) projects. Prot6 (protection data

management) and the Restoring Family Links Application for National Societies are also being deployed. A new IT tool is being developed for human resources management, while the financial management software will be upgraded.

- At headquarters, the project to build a common visitors' centre (the Humanitarium) and cafeteria for the ICRC and the International Red Cross and Red Crescent Museum (MICR) has been completed in time and within

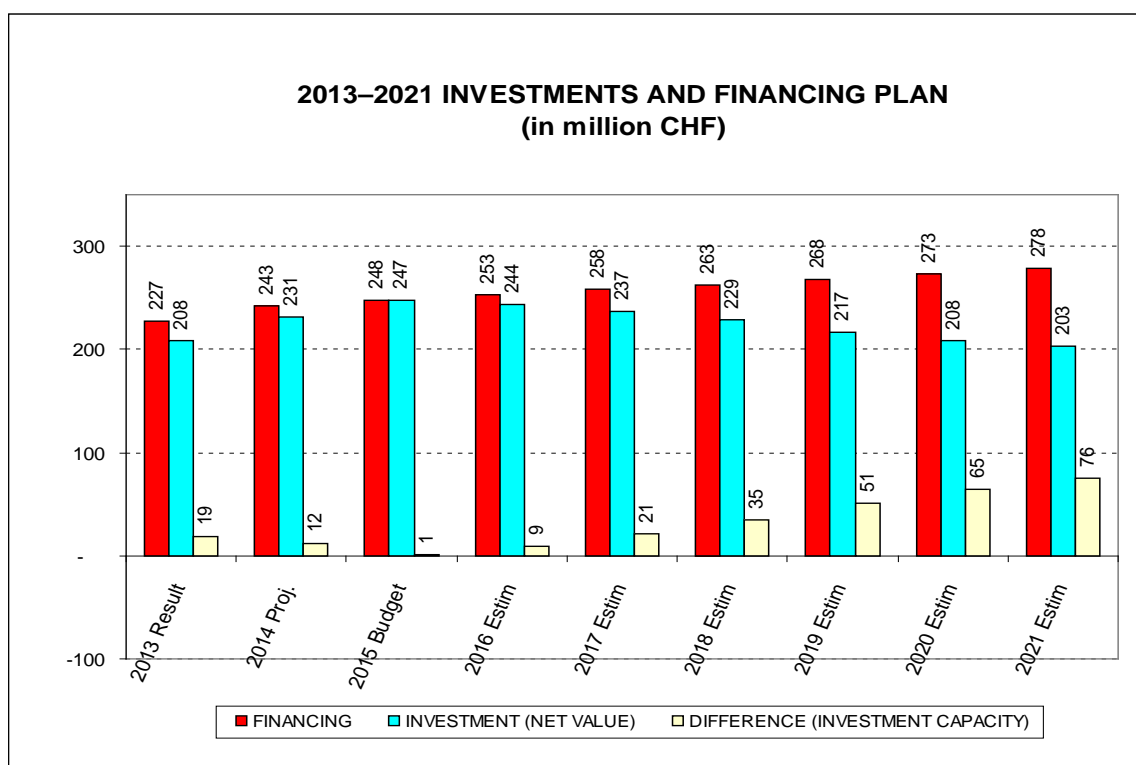
the budget, with expenses totalling CHF 19.05 million against a budget of CHF 19.73 million. The 2015 budget will cover the cost of a feasibility study regarding the renovation of the façade of the historical Carlton building at headquarters, primarily to improve its environmental footprint and accessibility for people with mobility impairment. It will also cover several infrastructure upgrades, such as improving security measures/installations at the Ecogia Training Centre.

## FINANCING OF THE INVESTMENT BUDGET

- The annual investment budget is financed by funds available from investment reserves (the assets replacement reserve totalling CHF 195.36 million, and CHF 31.74 million of loans and borrowings received from the Building Foundation for International Organizations (FIPOI) set up by the federal Swiss government and the Geneva authorities), giving a total of CHF 227.10 million.
- The forecasts for future investments and financing by amortization for the period 2013–21 are based on several hypotheses like the estimated expenditure by end-2014, the 2015 budget, historical trends on expenses for vehicles, equipment, buildings and intangibles, and planned

projects (like construction and the IT road map). The result of this budget exercise shows the necessity to do an extra allocation of CHF 12.00 million to the investment reserve from 2014 and/or 2015, in order to balance financing and planned investments.

- Even if there were to be an implementation rate of 100%, which is hardly ever the case, with this extra allocation, the forecast shows a sufficient rate of coverage for the annual budgets and the major projects, including the implementation of the IT road map. The investments planned are covered by the investment fund.



Note: The ICRC financial investment structure will most likely change with the adoption of the new IFRS 17 standard concerning leases, which requires recognizing leases as fixed assets in the balance sheet and depreciating them. This might apply to some 1,300 leases for delegation offices, residences, warehouses, and some equipment and IT software. The result will be an increase in the balance sheet total and possibly a reclassification of rental expenses as depreciation and financial expenses in the operational budgets of the field and headquarters.

# ICRC MANAGEMENT FRAMEWORK AND DESCRIPTIONS OF PROGRAMMES



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The ICRC conducts projects to help improve access to clean water for people in rural and urban areas.

## ICRC corporate management framework

Institutional strategy  
Key success factors/areas of risk  
Comprehensive analysis and multidisciplinary and complementary approaches  
Modes of action  
Levels of intervention  
Result-based management  
Coordination  
Services at headquarters  
Target populations in field operations

## Programme descriptions

Protection  
Assistance  
Prevention  
Cooperation with National Societies  
General

## Description of the accounting model

Overview  
Cost type accounting

## Internal control system

### Internal audit

### External audit

## ICRC CORPORATE MANAGEMENT FRAMEWORK

### INSTITUTIONAL STRATEGY

According to the ICRC mission statement, the overall humanitarian mission of the institution, as an “impartial, neutral and independent organization” rooted in IHL, is “to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance”. The ICRC is part of the International Red Cross and Red Crescent Movement.

On this basis, the ICRC’s **four-year strategy** is made available publicly and in the ICRC’s yearly Headquarters Appeal. It assesses opportunities and challenges in the environment in question, analyses the most important stakeholders, and defines the organization’s desired positioning, the scope of its action, and its ambitions. It sets strategic orientations and fields of activity for fulfilling the ICRC’s humanitarian mission – to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. It clearly states the values and principles guiding the ICRC’s action and approach.

### KEY SUCCESS FACTORS/AREAS OF RISK

The ICRC’s six key success factors/areas of risk, which belong to the institutional risk management framework, are the elements critical to the organization and its work. They are:

- ▶ three factors related mainly to “the ICRC’s own capacity to act” (internal key success factors/areas of risk): **relevance** (of response), **organization and processes** and **human resources capacity and mobility**
- ▶ three factors related mainly to the “external environment” (external key success factors/areas of risk): **access** (to victims), **reputation/acceptance** and **positioning**

In each area, the ICRC can encounter risks and opportunities; by influencing these areas, the ICRC can reduce its vulnerability to the risks and take better advantage of the opportunities, thus improving its response to the needs of people affected by armed conflict and other situations of violence and positioning itself as a main player in this respect.

The ICRC’s key success factors/areas of risk constitute a common reading grid for analysis in yearly and other reviews by the Directorate. Such reviews include the results achieved, an assessment of risks, and the definition or updating of management objectives and action plans to mitigate the main risks and reinforce the key success factors. This aims to ensure efficient management of the organization according to available resources and priorities and thus preserve the ICRC’s reputation and enable it to continue to demonstrate its added value. Annual reviews are submitted to the ICRC Assembly.

The ICRC’s key success factors/areas of risk are defined as follows:

- ▶ **relevance:** The relevance of the ICRC’s response refers to meeting the most pressing needs of people affected by armed conflict and other situations of violence in an evidence-based, result-oriented and timely manner, and using the ICRC’s traditional modes of action (support, substitution, persuasion, mobilization, denunciation).

- ▶ **organization and processes:** Organization and processes pertains to the structure of the ICRC and its decision-making, working and information management processes. It includes the management models, structures, procedures and rules that govern the work of its staff and contribute to the ICRC’s reputation as a professional, effective and efficient organization.
- ▶ **human resources capacity and mobility:** The capacities and mobility of the ICRC’s human resources refers to the organization’s values, policies and methods for managing its staff. It also refers to the willingness and readiness of staff members to serve better the ICRC and people affected by armed conflict and other situations of violence.
- ▶ **access:** Access to victims refers to reaching people affected by armed conflict and other situations of violence in order to assess their situations, to deliver aid and to document allegations of abuse or violations of IHL and relevant applicable law. The ICRC’s access to those in need depends greatly on its reputation and on the acceptance of the organization by parties to the conflict and by key decision-makers.
- ▶ **reputation/acceptance:** The ICRC’s reputation refers to the way in which the organization is perceived by parties to the conflict and by other key stakeholders. Acceptance of the organization involves parties to the conflict and other key stakeholders recognizing and accepting the neutral, impartial and independent nature of the ICRC and its specific mandate under IHL and the Statutes of the Movement to protect and assist those affected by armed conflict and other situations of violence. The ICRC’s reputation and the extent to which the organization is accepted directly influence its ability to gain access to victims and to attract qualified staff and funding.
- ▶ **positioning:** ICRC positioning refers to the position of the ICRC within the field of humanitarian response (in terms of purpose, complementarity, benchmarking, etc.), its perceived added value for the people affected by armed conflict and other situations of violence, and donors’ perception of the organization’s relevance, effectiveness and efficiency.

### COMPREHENSIVE ANALYSIS AND MULTIDISCIPLINARY AND COMPLEMENTARY APPROACHES

The ICRC endeavours to respond to the humanitarian needs arising from today’s complex armed conflicts and other situations of violence in the most timely, humane and professional way possible. Each situation requires thorough analysis, a sensitive but objective assessment of the needs and human suffering, and the design and implementation of tailored and efficient humanitarian responses.

Situations have to be considered holistically, in a way that integrates local, regional and global elements and takes into account the broad range of problems facing the populations the ICRC wants to help. Therefore, for any action to be undertaken, a comprehensive analysis is carried out of the situation, the points of view of the people affected (e.g. residents, migrants, IDPs, people deprived of their freedom; men, women, boys and girls; the elderly), the actors present, and the stakes and dynamics involved. This enables the ICRC to identify the people adversely affected and their specific needs and vulnerabilities. An effective response also



requires a clear understanding of the cause of the problems and a good knowledge of local facilities, their capabilities and their potential. The direct involvement of those affected is therefore essential to ensure that their views, concerns, vulnerabilities and capacities are taken into consideration in the definition of the response. The ICRC endeavours to obtain an overall perspective of an issue of humanitarian concern by looking at all aspects of the problem and all possible responses. It is also important that the ICRC ensure the coherence of its activities in the medium and long term.

The ICRC's mission is a dynamic that combines the defence of individual rights, through respect by the authorities and other actors of their obligations, with a response to needs, through neutral, impartial and independent action. As described in the ICRC's mission statement, the organization combines four approaches in its overall strategy after analysing a situation in order to, directly or indirectly, in the short, medium or long term, ensure respect for the lives, dignity, and physical and mental well-being of victims of armed conflict and other situations of violence. Such action seeks to prevent (prevention), eradicate the cause of (protection) and alleviate (assistance) human suffering in such situations and strengthen the Movement, as a network (cooperation). Promotion of the adoption of and respect for legal norms, confidential representations in the event that obligations are not fulfilled or laws are violated, delivery of relief aid, helping strengthen people's resilience to the difficulties that they face, early recovery measures, communication campaigns and the training of first-aid volunteers are all part of a coherent humanitarian mission. Effective monitoring and critical evaluation, drawing on lessons learnt from past experience, are also crucial to this process, as is coordination with the numerous actors present on the increasingly complex humanitarian scene.

To carry out comprehensive analyses, set objectives and define and implement plans of action, the ICRC works with a dynamic network of multidisciplinary teams composed of specialists and general staff, both male and female, who are led and coordinated by competent management with clear policies and priorities. The implementation of the ICRC mission is characterized by the strategic use of various **modes of action** at different **levels of intervention**, the delivery of various **services at the headquarters**, and in its field operations a focus on different **target populations** associated with a diverse range of activities requiring varied skills and expertise (**programmes**).

## MODES OF ACTION

The modes of action used by the ICRC are the following:

- **persuasion:** confidential representations addressed to the authorities and aimed at convincing them to enhance respect for IHL and/or other fundamental rules protecting persons in situations of violence and to take measures which improve the circumstances of people affected by such situations
- **mobilization:** activities aimed at prevailing on third parties to influence the behaviour or actions of the authorities, to support them, or to provide services to people in need directly
- **support:** activities aimed at providing assistance to the authorities so that they are better able to carry out their functions and fulfil their responsibilities

- **substitution:** activities to provide services to people in need directly, often in place of authorities who are not able or not willing to do so
- **denunciation (resorted to by the ICRC only in exceptional circumstances and under strict conditions):** public declarations regarding violations of IHL or other fundamental rules protecting persons in situations of violence committed by specific actors, for the purpose of bringing a halt to such violations or preventing their recurrence

The modes of action used by the ICRC depend on the situation, the problems encountered and the objectives to be achieved. They aim to make the relevant actors aware of and fulfil their responsibilities. The ICRC does not limit itself to any one of them; on the contrary, it combines them, striking a balance between them either simultaneously or consecutively.

## LEVELS OF INTERVENTION

The activities carried out under the ICRC's programmes are conducted at the following **complementary** levels to reach common objectives in aid of the populations affected, including their early recovery:

- **preventing or alleviating the immediate effects** of an emerging or established pattern of abuse or problem (responsive action)
- **restoring dignified living conditions** through rehabilitation, restitution and reparation (remedial action)
- **fostering a social, cultural, institutional and legal environment** conducive to respect for IHL and/or other fundamental rules protecting persons in situations of violence (environment-building action)

## RESULT-BASED MANAGEMENT

On the basis of an analysis of the given situation and of the humanitarian issues, and often within a longer-term strategy, the ICRC defines objectives with plans of action and indicators for the coming year – or, in some cases, for the next two years – for each context where it operates. The plans of action and indicators describe how the ICRC aims to work towards the objectives in question. Changes in situations and humanitarian issues may require objectives, plans of action and indicators to be revised during the year. Objectives and plans of action and indicators are organized according to target populations and list activities according to programme (see descriptions below).

The accounting system is structured accordingly (see description below).

ICRC Appeals provide donors with information about these objectives, their plans of action and indicators and the corresponding budget.

The ICRC also produces an Annual Report, which provides information – descriptive, quantitative and financial – regarding those objectives and plans of action and indicators.

Whenever possible, the reporting is result-oriented. It includes a description of the products and services resulting from processes that use a combination of resources, and their effect or results at output, outcome or impact level.

The ICRC works according to the following definitions of the terminology used, adopted on the basis of a common understanding in existing literature:



- **input:** human, technical, material and financial resources and logistical means that enable a person/organization to do something
- **activity:** any action or process through which inputs are combined to generate goods and services (outputs)
- **output:** the products, goods and services that people receive as a result of ICRC activities and that are expected to lead to the achievement of outcomes
- **outcome:** short and medium term
  - **short-term outcome:** the likely, or achieved, short-term effects of the output that are expected to lead to the achievement of medium-term outcomes
  - **medium-term outcome:** the likely, or achieved, medium-term (one- to five-year) effects of the short-term outcome that are expected to contribute to the impact
- **impact:** primary and secondary long-term effects to which interventions contribute, positively or negatively, directly or indirectly, intended or unintended. The ICRC, as any other actor, is likely only to contribute to an impact.

## COORDINATION

Besides its close coordination and cooperation with its Movement partners, notably with National Societies, the ICRC coordinates its humanitarian response with all other actors – be they State or non-State authorities, UN agencies, international, regional, national or faith-based organizations – and acknowledges that coordination of the humanitarian response is complex because of the diversity of humanitarian actors, particularly at regional and local level. It has adopted a pragmatic approach to institutional and operational coordination, believing that humanitarian coordination should be reality-based and action-oriented.

Through its participation in coordination meetings at regional and field level, as well as bilateral discussions, the ICRC seeks to contribute to: providing the best possible protection and assistance for people affected by armed conflict and other situations of violence; avoiding gaps and duplication; and ensuring that any humanitarian response supports both the people's own resilience to difficulties and their recovery efforts. It is firmly convinced that the needs of those affected should be met by those organizations best placed to do so in operational terms, including existing skills, available capabilities, access and funding in the context concerned.

In the above fora, it does not hesitate to share with other humanitarian actors – to the extent compatible with its neutral, impartial and independent stance and its commitment to confidentiality – its analysis of the context or security situation, results of needs assessments and its technical expertise. In order to preserve this strictly humanitarian approach, the ICRC favours interaction with humanitarian actors operational on the ground and has always refrained from being associated with any approach that involves objectives that are anything other than humanitarian. This has proved particularly useful in situations in which the UN plays a strong political role or is engaged in peace operations alongside humanitarian work. While the ICRC remains outside the set-up of UN agencies and the cluster system, to facilitate effective humanitarian coordination, it participates as a “standing invitee” in the Inter-Agency Standing Committee and as an observer in Humanitarian

Country Teams and other fora. The organization also maintains relations with many other international actors, including the humanitarian branches of regional inter-governmental organizations and international NGOs and their consortia, such as the Steering Committee for Humanitarian Response and the International Council of Voluntary Agencies, engaging them on issues of humanitarian action, coordination and policy-making. It proactively participates in the preparations for the 2016 World Humanitarian Summit.

## SERVICES AT HEADQUARTERS

In setting its headquarters objectives and plans of action, the ICRC has drawn up a standard list of six services, divided into three broad categories. These are defined as follows:

- **Guidance**
  - **Environment scanning and analysis:** services that analyse and monitor the organization's environment
  - **Policy and guidelines/Research and development:** either services that formulate policies and strategic positions and ensure that they are implemented in a coherent manner (monitoring and follow-up), or services that develop specific expertise for transfer to units and divisions at headquarters and in the field
- **Internal support**
  - **Corporate support:** services aimed at all units and divisions at headquarters and in the field and which provide back-office support to ensure that the organization runs smoothly
  - **Support for action:** services that support and assist units and divisions at headquarters, as well as field delegations (often at their own request), in fulfilling their mission in a given context (contextualization of expertise)
- **External interaction**
  - **External relations/Humanitarian diplomacy/Mobilization:** services that manage relations with the various actors in the ICRC's environment; undertake diplomatic *demarches* and representations; and promote the organization's position
  - **Services and products:** services and products aimed on the one hand at National Societies, international organizations and NGOs, governments and States, and on the other at beneficiaries/individuals

## TARGET POPULATIONS IN FIELD OPERATIONS

In setting its field objectives, the ICRC has drawn up a standard list of five target groups, divided into two broad categories. These are defined as follows:

- **Affected populations/persons** are individuals or segments of the population suffering the direct and/or indirect effects of a confirmed or emerging armed conflict or other situation of violence, who do not or no longer take a direct part in the hostilities or violence. The aim of ICRC action for such people is to ensure that they are respected and protected and to alleviate the suffering caused by the situation, in accordance with the provisions of IHL and other fundamental rules protecting people in situations of violence. The ICRC distinguishes between three different groups of people:
  - **civilians:** all people who do not or no longer take a direct part in hostilities or violence but whose physic-

al or mental integrity and dignity are either threatened or affected during an armed conflict or another situation of violence

- **people deprived of their freedom:** all individuals deprived of their freedom, with a special focus on those held in connection with an armed conflict or another situation of violence, such as PoWs, civilian internees and security detainees
  - **the wounded and sick:** people – civilians or weapon bearers – injured or suffering from disease or otherwise in need of medical assistance or care in an armed conflict or another situation of violence
- The second broad category comprises **actors of influence and the Movement**. The ICRC endeavours to work with influential individuals or institutions to promote full respect for IHL or other fundamental rules protecting people in situations of violence, and to ensure that the people in need receive protection and assistance.
- **actors of influence:** Certain individuals or institutions have a capacity to stop or prevent the violation of IHL or other fundamental rules protecting people in situations of violence, and to protect or aid those affected when humanitarian problems arise. Those actors are also in a position to facilitate (or hinder) the ICRC's access to the people affected and/or foster acceptance of the ICRC's work. This category not only includes political authorities, armed, police and security forces and non-State armed groups, but also the media, associations of various kinds, NGOs, community leaders, religious authorities and other opinion-shapers, economic entities, academic institutions, the youth and other representatives of civil society.
  - **the Movement:** Besides the ICRC, the Movement comprises the National Societies and their International Federation. There are 189 National Societies in the world, carrying out humanitarian services for the benefit of the community. The ICRC considers the National Society its primary local partner in each country, sharing the same Fundamental Principles and working in partnership with it while at the same time contributing to further enhancing its emergency preparedness and response capacities. Partnership with National Societies is a valuable asset towards obtaining the best possible access to beneficiaries and delivering a relevant humanitarian response, and is one of the distinguishing features of the ICRC's cooperation within the Movement.

## Particular concerns

The ICRC pays particular attention to some categories of people more vulnerable to specific risks, and to situations which may engender or exacerbate vulnerability.

Armed conflict and other situations of violence, such as internal disturbances, including violent protests and riots, generate immediate additional health care requirements for wounded and sick people – whether they are directly involved in the fighting or not – that exceed peacetime needs. The right of wounded combatants and civilians to be spared further suffering during armed conflict and to receive assistance is asserted in the 1949 Geneva Conventions and their Additional Protocols. International human rights law protects health care at all times, including during internal disturbances. **Safeguarding health care** has been a prior-

ity for ICRC delegations and National Societies for several years, with staff often pioneering approaches to overcome day-to-day challenges. Operational responses always have the same objective: sick or wounded people, including the weapon-wounded, not or no longer participating in armed conflict or other situations of violence, are protected in accordance with IHL and/or other applicable norms and have access to effective, timely and impartial medical services; political authorities, weapon bearers, influential civil society representatives and, therefore, the public, are aware of the (potential) impact of fighting on the delivery of health care and help safeguard these services.

Violence between parties fighting for territorial control often leads to civilians being uprooted from their homes. Forced displacement could aim to weaken enemy forces by targeting communities considered to be supportive of them, or to facilitate appropriation of property or access to natural resources. **Internally displaced people** are those compelled to flee their homes, leaving most of their personal belongings behind, often to resettle in over-populated areas in conditions of extreme poverty, without gainful employment and seldom having the benefit of basic services such as a clean water supply, sewage systems, health care or education.

**Children** are not spared in armed conflict; they not only represent a large segment of the population but are also more vulnerable than adults. They should benefit both from the general protection guaranteed by law as people not taking a direct part in hostilities and from specific protection as a particularly vulnerable group (children are covered by 25 articles in the 1949 Geneva Conventions and their 1977 Additional Protocols). Yet children are a major beneficiary of the ICRC's prevention, protection and assistance programmes worldwide. They are often the witnesses of atrocities committed against their relatives. Many of them are killed, wounded or imprisoned, torn from their families, forcibly recruited into combat, compelled to flee or left without even an identity.

**Women and girls** mostly experience armed conflict as civilians, and as such are often exposed to acts of violence. Such acts include death or injury from indiscriminate attacks and mine explosions, but also direct assault. The loss of male relatives and deprivation of access to the basic means of survival and health care make women and girls vulnerable; however, in many cases they also display remarkable strength, taking on the responsibility of protecting and supporting their families in the midst of armed conflict. It is therefore imperative to understand in which way, owing to their status and role in a given context, women and girls are affected and how humanitarian programmes can best contribute to alleviating their plight and to reinforcing their own capabilities and positive coping mechanisms.

**Migrants** can become vulnerable at many stages of their journey and face difficulties that affect their physical integrity, dignity and well-being, and that of their families. Migrants may pass through areas affected by conflict or violence, or be expelled, trapped and/or held in hostile environments, placing them at risk of facing violence or other forms of abuse. In these situations, they are often the first potential victims of various actors, including armed/criminal groups or militias, that seek to take advantage of their vulnerability along the migratory process. In some cases, they are directly targeted by the parties to the conflict for the simple fact of being foreigners.

In armed conflict and other situations of violence, **sexual violence**, including rape, is widespread and can be used as a method of warfare against the civilian population, affecting both individuals – women, girls, men and boys – and entire communities. Persons deprived of their freedom are also subjected to sexual abuse, in addition to other forms of ill-treatment. Such acts are strictly prohibited by IHL and international human rights law. They violate human dignity and are deeply damaging to the individual's physical, psychological, social and spiritual well-being; in most cases, the suffering extends to the victim's family. The stigma associated with the issue, fear of reprisal and feelings of shame or guilt may prevent survivors from coming forward, such that the full extent of the problem is often concealed; many victims continue to suffer in silence.

**As the ICRC aims to provide a comprehensive response to all populations affected by armed conflict or violence, neither its programmes (protection, assistance, prevention and cooperation with National Societies) nor their corresponding budgets are designed in such a way as to cater solely to one or another of the specific groups described above. Donors wishing to help the ICRC manage contributions to its programmes in the most efficient way possible are referred to the proposed criteria for levels of earmarking set out in the “Contributions” section of this chapter available in the *Emergency Appeals, Overview of Operations* and *Annual Report* published each year.**

## PROGRAMME DESCRIPTIONS

ICRC programmes aim to respond to the diverse humanitarian needs arising from armed conflicts and other situations of violence, in line with the organization's mission. The means and measures by which a programme is implemented are called activities; ICRC programmes involve a wide range of activities that fall within the ICRC's specific areas of expertise and which often require particular professional skills. ICRC operations are structured into four main programmes: protection, assistance, prevention and cooperation with National Societies.

### PROTECTION

In order to preserve the lives, security, dignity and physical and mental well-being of people adversely affected by armed conflict and other situations of violence, the ICRC has adopted a protection approach that aims to ensure that the authorities and other players involved fulfil their obligations and uphold the rights of individuals protected by law. It also tries to prevent and/or put an end to actual or probable violations of IHL and other bodies of law protecting people in such situations. The protection approach focuses both on the causes and circumstances of violations, targeting those responsible and those who can influence them, and on the consequences of the violations.

Protection programmes cover all activities designed to ensure protection of the victims of armed conflict and other situations of violence. The beneficiaries include, *inter alia*, resident and displaced civilians, vulnerable migrants, people deprived of their freedom (in particular POWs, security detainees, internees and other vulnerable people), people separated from their relatives because of conflict, violence or other circumstances, such as natural disasters or migration, and missing persons and their families.

As a neutral and independent humanitarian organization, the ICRC seeks to ensure that all the parties to a conflict and all authorities provide individuals and groups with the full respect and protection that are due to them under IHL and other fundamental rules protecting persons in situations of violence. In response to violations of these rules, the ICRC endeavours, as much as possible through constructive and confidential dialogue, to encourage the authorities concerned to take corrective action and to prevent any recurrence. Delegations monitor the situation and the treatment of the civilian population and people deprived of their freedom, discuss their findings with the authorities concerned, recommend measures and conduct follow-up activities.

### Respect for people deprived of their freedom

The objective of the ICRC's activities for people deprived of their freedom is purely humanitarian, namely to ensure that their physical and mental integrity is fully respected and that their living conditions and treatment are in line with IHL and other fundamental rules and internationally recognized standards. As circumstances dictate, the ICRC strives to prevent forced disappearances or extrajudicial executions, ill-treatment and failure to respect fundamental judicial guarantees, and, whenever necessary, takes action to improve living conditions and treatment. This involves, in particular:

- ▶ negotiating with the authorities to obtain access to people deprived of their freedom wherever they may be held, in accordance with procedures that guarantee the effectiveness and consistency of ICRC action
- ▶ visiting detainees and having discussions in private with them, assessing their living conditions and treatment and identifying any shortcomings and humanitarian needs
- ▶ monitoring individual detainees (for specific protection, medical or other purposes)
- ▶ restoring and maintaining family links (such as facilitating family visits or forwarding RCMs)
- ▶ fostering a confidential and meaningful dialogue with the authorities at all levels regarding any problems of a humanitarian nature that may arise and the action and resources required to improve the situation, when necessary
- ▶ under specific conditions, providing material assistance to detainees, implementing technical interventions, or engaging in cooperation with the authorities on specific issues and supporting them in undertaking reform processes

Visits to places of detention are carried out by the ICRC in accordance with strict conditions:

- ▶ delegates must be provided with full and unimpeded access to all detainees falling within its field of interest and to all premises and facilities used by and for them
- ▶ delegates must be able to hold private interviews with the detainees of their choice
- ▶ delegates must be able to repeat their visits
- ▶ detainees falling within the ICRC's field of interest must be notified individually to the ICRC, and the ICRC must be able to draw up lists of their names



## Respect for civilians

Protection activities for the civilian population are intended to ensure that individuals and groups not or no longer taking a direct part in hostilities are fully respected and protected, in accordance with IHL or other fundamental rules protecting persons in situations of violence. This involves, in particular:

- ▶ engaging in dialogue with the relevant parties at all levels to discuss humanitarian issues, to remind them of their legal obligations and to support their compliance efforts
- ▶ monitoring individuals and communities who are particularly vulnerable and/or exposed to serious risks of abuse, reducing their exposure to those risks and reinforcing their own protection mechanisms

In 2013, the ICRC adopted a specific strategy aimed at strengthening its response in this field during emergency situations.

## Restoring family links

These activities aim to restore or maintain contact between members of families, including people deprived of their freedom, who have been separated by armed conflict, other situations of violence, natural disaster or other circumstances that require a humanitarian response, such as migration. They include:

- ▶ organizing the exchange of family news (through various means, such as RCMs, telephones, satellite phones, radio broadcasts and the Internet) via the worldwide Family Links Network (National Societies and ICRC delegations)
- ▶ tracing people separated from their families, including unaccompanied minors, vulnerable separated children, children associated with armed forces or armed groups, and vulnerable adults
- ▶ registering and keeping track of individuals to prevent their disappearance and enable their families to be informed about their whereabouts
- ▶ reuniting and repatriating families
- ▶ facilitating family visits to persons deprived of their freedom or across front lines
- ▶ collecting, managing and forwarding information on deaths
- ▶ issuing ICRC travel documents for people who, owing to conflict, violence, migration or other circumstances, are unable to obtain or renew documents that would permit them to travel, in order for them to return to their country of origin, be reunited with their family or be resettled in a third country

## Missing persons

Activities for missing persons are intended to shed light on the fate and/or whereabouts of people who are unaccounted for as a consequence of an armed conflict, other situation of violence or migration, and thereby help alleviate the suffering caused to their relatives by the uncertainty surrounding their fate. The ICRC pursues a strictly humanitarian approach to the issue, which involves:

- ▶ supporting the development of normative frameworks, including for engaging in activities aimed at preventing

disappearances, and encouraging governments to enact or implement legislation to prevent people from becoming unaccounted for, to ascertain the fate and whereabouts of missing persons through appropriate mechanisms and measures, and to protect and support the families of missing persons

- ▶ working closely with families of missing persons and with the relevant authorities and organizations to accelerate the tracing process, including by: providing technical advice to national authorities; chairing coordination mechanisms between former parties to a conflict; collecting tracing requests; providing support for the collection and management of ante-mortem data and the recovery and identification of human remains; promoting best practices in forensics as they relate to the search for the missing; and publishing and updating lists of persons reported missing
- ▶ assessing the multifaceted needs (e.g. psychosocial, economic, legal, administrative) of families of missing persons and the local resources available to meet those needs, and helping address them in close coordination with the authorities, National Societies, NGOs, family associations and other service providers

## ASSISTANCE

The aim of assistance is to preserve life and/or restore the dignity of individuals or communities adversely affected by an armed conflict or other situation of violence. Assistance activities address the consequences of violations of IHL or other fundamental rules protecting people in situations of violence. They may also tackle the causes and circumstances of such violations by reducing exposure to risks.

Assistance programmes are designed to preserve or restore acceptable living conditions for people affected by armed conflict or other situations of violence, to enable them to maintain an adequate standard of living in their respective social and cultural context until their basic needs are met by the authorities or through their own means. The beneficiaries are primarily resident or displaced civilians, vulnerable groups such as minorities and the families of people who are unaccounted for, the sick and the wounded (both military and civilian) and people deprived of their freedom.

## Economic security

Economic security programmes are designed to ensure that households and communities have access to the services and resources required to meet their essential economic needs, as defined by their physical condition and social and cultural environment. In practice, this translates into three different types of intervention:

- ▶ relief interventions: to protect lives and livelihoods by providing people with the goods and/or services essential for their survival when they can no longer obtain these through their own means
- ▶ production interventions: to protect or enhance a household's or community's asset base – its means of production – so that it can maintain or recover its livelihood
- ▶ structural interventions: to protect livelihoods by influencing processes, institutions and policies that have a direct impact on a target population's capacity to maintain its livelihood over time (such as agricultural or livestock services)

## Water and habitat

Water and habitat programmes are designed to ensure access to water and to a safe living environment.

In situations of acute crisis, infrastructure may have been damaged by fighting, and basic services may not work or be inaccessible. People may be forced to leave their homes to look for water in a hostile environment. By monitoring the situation and implementing projects when and where necessary, in both urban and rural contexts, the ICRC helps ensure access to water and safe living conditions, and promotes basic health care by taking emergency action and supporting existing facilities.

In emerging crises, chronic crises and post-crisis situations, the priority is to support and strengthen existing structures through initiatives taken in conjunction with the authorities and/or through specific programmes that meet the needs of the population in a viable, sustainable manner.

## Health

In line with the organization's public health approach and as an integral part of its overall multidisciplinary response, ICRC health care programmes are designed to ensure that the needs of people in armed conflict or other situations of violence are met according to defined minimum packages of health care. Curative and preventative health interventions remain at the heart of ICRC projects, which are guided by three main vectors: proximity to victims, quality of care and access to health care.

While maintaining a broad scope of response, health activities focus mainly on three domains:

- ▶ comprehensive hospital care: to address hospital management, surgery, internal medicine, paediatrics, obstetrics and gynaecology
- ▶ health care in detention: to ensure acceptable living conditions and safeguard the physical and mental welfare of detainees and make recommendations to improve the overall functioning of prison health systems
- ▶ physical rehabilitation: to ensure the provision of high-quality services that are accessible and sustainable, and promote the social inclusion of people with disabilities (see "Physical Rehabilitation" below)

Health programmes also aim to ensure a "continuity of care" approach through greater integration between the above-mentioned domains and, where relevant, between first aid, primary health care, mental health and psychosocial support. Partnerships with health ministries, National Societies and relevant health organizations are essential in implementing activities.

In line with the goals of the Health Care in Danger project, the ICRC engages in dialogue with all actors and stakeholders, both in the field and at an institutional level, with a view to ensuring that people in need of health care have safe and unimpeded access to quality services and that health care personnel are able to carry out their duties in a safe environment (see "Particular Concerns" above).

## Physical rehabilitation

Physical rehabilitation is an integral part of the process needed to ensure the full participation and inclusion in society of people with disabilities. It involves providing disabled people with assistive devices, such as prostheses,

orthoses, walking aids and wheelchairs, together with the therapy that will enable them to make the fullest use of those devices. Physical rehabilitation must also include activities aimed at maintaining, adjusting, repairing and renewing the devices as needed.

ICRC assistance in this field is designed to strengthen the overall physical rehabilitation services of a given country. It aims to improve the accessibility of services and their quality, and to develop national capacities to ensure their long-term viability. ICRC physical rehabilitation projects aim to allow the physically disabled to participate fully in society, both during and after the period of assistance.

Although its focus is physical rehabilitation, the ICRC's physical rehabilitation programme recognizes the need to develop projects in cooperation with others so as to ensure that beneficiaries have access to other services in the rehabilitation chain.

## Forensic services

Forensic services are designed to ensure the proper and dignified management of human remains and help clarify the fate of the missing. They also aim to develop and promote best practices in the field of forensic science and ensure compliance with them.

Such services include:

- ▶ the management, analysis and documentation of human remains, including the management of gravesites, by both experts and first-responders following conflicts, other situations of violence or natural disasters
- ▶ the proper search for and recovery and identification of human remains to help resolve cases of missing persons
- ▶ the collection, management and use of ante-mortem data and biological reference (DNA) samples for purposes such as identifying human remains or reuniting separated family members
- ▶ training and other support for building forensic capacity
- ▶ forensic examination of the living, including injury evaluation and age estimation
- ▶ technical advice to national authorities and other stakeholders

## Weapon contamination, including chemical, biological, radiological and nuclear (CBRN) weapons or agents

The ICRC works to address the humanitarian consequences of weapon contamination, including the risk of exposure to CBRN weapons or agents.

ICRC mine-action activities are designed primarily to reduce the impact of weapon contamination on communities living in areas affected by mines, cluster munitions and other explosive remnants of war. The ICRC works with National Societies and the domestic authorities responsible for mine action, and may provide training, mentoring and capacity-building support to help them develop long-term capabilities in this field. The response provided is adapted to each situation and can comprise a range of activities across ICRC programmes. This involves:

- ▶ collecting, managing and analysing data on incidents and victims and on contaminated areas
- ▶ raising awareness of risks, liaising with communities and clearance operators and promoting IHL provisions relating to weapon use



- ▶ contributing to risk reduction: weapon contamination is included as a potential source of vulnerability in assessments and planning for protection and assistance programmes. The aim is to help ensure that communities exposed to contaminated areas are able to carry on with their daily activities and are not forced to take risks in order to survive.
- ▶ survey and clearance: as a priority, the ICRC seeks to mobilize actors capable of clearing mines/explosive remnants of war and who meet international mine-action standards. In exceptional cases and particularly in areas of urgent humanitarian concern or where it has sole access, the ICRC, in line with strict criteria, has the capacity to deploy specialist teams to conduct short-term contamination surveys and clearance tasks.
- ▶ supporting States Parties to weapons treaties in fulfilling their obligations: the ICRC provides technical support to authorities willing to destroy their obsolete ammunition stockpiles according to their conventional obligations

The ICRC also maintains an operational capacity to respond in the event of the use or release of CBRN weapons or agents in the context of an armed conflict or other situation of violence. This aims to ensure the organization's ability to continue its operations amidst CBRN events and to provide assistance to the people affected, while minimizing risks to the health, safety and security of its staff and others to whom the organization has a duty of care.

## PREVENTION

The aim of prevention is to foster an environment that is conducive to respect for the lives and dignity of those who may be affected by an armed conflict or other situation of violence, and that is favourable to the work of the ICRC. The approach has a medium- to long-term outlook and aims to prevent suffering by influencing those who have a direct or indirect impact on the fate of people affected by such situations, and/or who can influence the ICRC's ability to gain access to these people and operate efficiently in their favour. In particular, the prevention approach involves communicating, developing and clarifying IHL, promoting the implementation of IHL and other relevant bodies of law, and promoting acceptance of the ICRC's work.

### Promotion and implementation of IHL

These activities aim to promote universal participation in IHL treaties and the adoption by States of legislative, administrative and practical measures and mechanisms to give effect to these instruments at national level. They also aim to ensure that proposals to develop domestic laws do not undermine existing IHL norms. Implementation activities also aim to foster compliance with IHL during armed conflicts and to ensure that national authorities, international organizations, the armed forces and other weapon bearers, including non-State armed groups, correctly understand the law applicable in such situations and abide by it. This involves, in particular:

- ▶ promoting IHL treaties among the relevant authorities by making representations to governments, providing training in IHL, assisting capacity-building efforts and drafting technical documents and guidelines to further national implementation
- ▶ providing legal advice and technical support for the national implementation of IHL, undertaking studies and

supporting technical assessments of the compatibility of national legislation with this body of law

- ▶ facilitating the exchange of information on national IHL implementation measures, including through a publicly available database on national legislation and case law
- ▶ promoting the creation of national IHL committees and supporting existing ones
- ▶ hosting expert workshops and peer meetings
- ▶ translating existing IHL texts and materials into different languages
- ▶ encouraging and helping authorities to integrate IHL into the doctrine, education and training of national armed forces (international human rights law in the case of police and security forces), and into the training and education programmes for future leaders and opinion-makers in universities and schools
- ▶ developing and implementing approaches for influencing the attitudes and actions of political authorities and weapon bearers
- ▶ supporting the implementation of the youth education programme – Exploring Humanitarian Law – to help young people embrace humanitarian principles and the social and legal norms intended to protect life and human dignity
- ▶ reinforcing links with academic circles to consolidate a network of IHL experts and developing partnerships with institutes and research centres specializing in IHL

### Development and clarification of IHL

These activities aim to promote the adoption of new treaties and instruments or to promote the clarification of IHL concepts in order to make the law more effective and to respond to needs arising as a result of technological progress and the changing nature of armed conflict. At the same time, the ICRC analyses the development of customary IHL by assessing State practice. This involves, in particular:

- ▶ taking part in meetings of experts and diplomatic conferences held to develop new treaties or other legal instruments
- ▶ monitoring new developments, carrying out studies, producing articles and guidance documents, organizing meetings of experts and drafting proposals
- ▶ promoting acceptance by governments and other key stakeholders of the ICRC's position regarding the development and clarification of IHL

### Communication

The following complementary communication approaches constitute a key component of preventive action and facilitate ICRC access to the victims of armed conflict and other situations of violence:

- ▶ public communication which aims to inform and mobilize key stakeholders on priority humanitarian issues and to promote greater understanding of and support for IHL and the work of the ICRC and of the Movement
- ▶ processes to scan the humanitarian environment at global, regional and local level with a view to identifying, understanding and addressing perceptions and issues having an impact on the ICRC's ability to operate
- ▶ developing communication approaches and tools to mobilize key target groups – such as leaders and opinion-makers – in favour of respect for IHL and accept-

ance of ICRC action on behalf of victims of armed conflict

- ▶ responding to public information requests on humanitarian norms, issues and action in situations of armed conflict
- ▶ enhancing the communication capacities of National Societies
- ▶ producing – and translating into a range of languages – print, audio-visual and Web-based communication materials to support and communicate the ICRC's activities

### Weapons issues

The ICRC pays particular attention to promoting measures to prohibit the use of weapons – including CBRN weapons or agents – that have indiscriminate effects or cause superfluous injury or unnecessary suffering. This includes promoting the application of existing IHL norms on the use of weapons and the development, when appropriate, of additional norms in response to the field realities witnessed by the ICRC or the emergence of new technology. This involves, in particular:

- ▶ making representations to governments and weapon bearers
- ▶ providing an IHL perspective on weapons issues in national and international fora
- ▶ holding meetings of military, legal, technical and foreign affairs experts to consider, *inter alia*, issues relating to emerging weapons technology and the impact, in humanitarian terms, of the use of certain weapons
- ▶ promoting the full and faithful implementation of treaties such as the Anti-Personnel Mine Ban Convention, the Convention on Certain Conventional Weapons and the Convention on Cluster Munitions, and providing IHL perspectives in meetings on relevant arms treaties
- ▶ providing policy guidance and technical support on mines and other arms issues to National Societies and representing the Movement internationally on these matters
- ▶ attending meetings with key mine-action organizations that contribute to the development of mine-action policy, methodologies and systems

### COOPERATION WITH NATIONAL SOCIETIES

The aim of cooperation is to increase the operational capabilities of National Societies, above all in countries affected or likely to be affected by armed conflict or other situations of violence. It further aims to increase the ICRC's ability to interact with National Societies and work in partnership with them. The cooperation approach aims to optimize the Movement's humanitarian work by making the best use of complementary mandates and skills in operational matters such as protection, assistance and prevention. It involves drawing up and implementing the policies of the Movement that are adopted during its statutory meetings and strengthening the capacities of National Societies, helping them to adhere at all times to the Fundamental Principles.

The ICRC shares its expertise with National Societies working in their own countries and with those working internationally. It does this by:

- ▶ strengthening both the National Societies' capacity to take action and provide appropriate services in times of armed conflict and other situations of violence in their

own country, and the ICRC's action and operational capacity through its interaction and partnership with National Societies

- ▶ promoting operational partnerships with National Societies in their own countries and with those working internationally in order to respond to the needs of people affected by armed conflict or other situations of violence
- ▶ promoting dialogue and coordination and having regular communication on issues of common concern with National Societies and the International Federation Secretariat

The sections below describe these activities, distinguishing between cooperation with a National Society working in its own country and that with National Societies working internationally. The final section discusses overall Movement coordination in the field.

### Building the response capacity of National Societies in their own countries

The ICRC provides expertise in certain areas to all National Societies in order to strengthen their capacity to conduct activities domestically in accordance with their own priorities and plans. These areas include:

- ▶ promoting IHL and spreading knowledge of the Movement's principles, ideals and activities among both internal and external target groups
- ▶ preparing for and providing health care and relief services in armed conflict and other situations of violence
- ▶ supporting National Societies to better identify and address the challenges they face to ensure operational access and acceptance in all contexts (Safer Access Framework)
- ▶ restoring family links through the worldwide Red Cross/Red Crescent tracing network according to the Restoring Family Links Strategy for the Movement and its corresponding implementation plan
- ▶ developing activities to prevent the risks linked to weapon contamination
- ▶ supporting National Societies in relevant legal matters, such as drawing up or amending statutes, recognizing or reconstituting a National Society, and preparing for the Movement's statutory meetings

The National Society remains responsible for designing, managing, implementing and monitoring all the activities it carries out. The ICRC facilitates the implementation of planned activities by:

- ▶ providing National Societies with technical expertise
- ▶ making available material and financial assistance in order to help National Societies fulfil their humanitarian role in armed conflict and other situations of violence
- ▶ mobilizing support from sister National Societies and retaining a monitoring and support role with respect to the achievement of agreed objectives
- ▶ seconding ICRC delegates to National Societies so that they can provide support for executive and managerial responsibilities in areas agreed with the National Society

Whatever form the ICRC's support takes, it is offered in the spirit of a mutually beneficial partnership. In this regard, the ICRC aims to enhance preparedness and response by optimizing complementarity and strengthening the global Movement network. Written agreements between the

ICRC and each National Society ensure that the objectives are clear to each partner and that the working relationship is based on a common understanding of respective roles and responsibilities. The ICRC provides capacity-building support in close consultation and coordination with the International Federation, as activities are carried out with a long-term perspective and are part of each National Society's development process.

### **Operational partnerships with National Societies in their own countries**

The ICRC and National Societies in their own countries often join forces and choose to implement activities together for the benefit of people affected by armed conflict or other situations of violence. Activities selected for joint implementation are those which best fit within the National Society's own plan, preserve its ability to function as an independent institution and contribute to further strengthening its operational capacity. The National Society's autonomy in managing such activities may vary, and is contingent on its operational capacity and conditions on the ground.

In its Institutional Strategy, the ICRC identifies operational partnerships with National Societies in their own countries as a priority that seeks not only to enhance the ICRC's own ability to partner with National Societies, but also to build the National Societies' capacity to conduct their own operations.

Written agreements formalize the operational partnership and specify the objectives to be achieved, respective roles and responsibilities, and corresponding plans of action and budgets. Financial, administrative and reporting procedures form an integral part of such agreements.

This form of cooperation ensures that partnerships with National Societies have an added value for the beneficiaries, the ICRC and the National Society.

### **Operational partnerships with National Societies working internationally**

Many National Societies have the resources and willingness to work internationally together with the ICRC, and contribute in cash, in kind or by providing personnel and operational management. This section focuses on how this kind of operational partnership functions and on the form of projects implemented in the field.

In order to make its operational partnerships with National Societies working internationally more effective, and in line with its Cooperation Policy of May 2003, the ICRC developed and tested between 2004 and 2006 new forms of partnership and management procedures that aim to bring added value to the Movement's overall humanitarian response. The first – Integrated Partnerships – has been designed for situations where a project carried out by a National Society working internationally forms an integral part of the ICRC's own objectives, and the National Society is integrated into the ICRC's operational management framework. The second – Coordinated Activities – has been designed for contexts where work carried out by a National Society working internationally is not part of the ICRC's objectives, but is under the ICRC's leadership and coordination in conformity with the Seville Agreement.

In the future, the ICRC will further invest in the development of partnerships with National Societies that have recently expanded their international work.

### **Coordination within the Movement**

In a given context today, all the types of cooperation outlined above may occur simultaneously. They have to be carefully organized, coordinated and managed in order to achieve their respective objectives. More broadly, the resources made available to the Movement must be coordinated and managed in ways that ensure maximum benefit is derived for the beneficiaries.

The ICRC is responsible for promoting and directing the contribution and involvement of other Movement components in international relief operations in countries affected by armed conflict and other situations of violence and their direct consequences. It assumes the role of "lead agency" for the Movement operation in accordance with the Movement's Statutes and the Seville Agreement, and in consultation with the National Society of the country concerned.

In such situations, coordination mechanisms covering all the Red Cross and Red Crescent institutions active on the ground are established.

When the ICRC assumes the role of lead agency, it implements its own activities while also taking responsibility for coordinating the response of other Movement components. It is currently working to improve its practice as lead agency by working with the National Society of the country as its natural primary partner or as a co-lead of the Movement response. Country-level memoranda of understanding defining the roles and responsibilities of each Movement component in all situations – during periods of emergencies, conflict, transition and peace – have been developed in a number of contexts and have proven effective in preparing the ground for well-coordinated Movement action.

In cooperation with other Movement partners, the ICRC has dedicated further resources to learning from the experience of coordinating the Movement's humanitarian response in a number of contexts. Together with the International Federation, the ICRC leads a process of strengthening Movement coordination and cooperation, with the active participation of several National Societies.

## **GENERAL**

This programme covers all activities related to the functioning of ICRC delegations, but which cannot be allocated to another programme, such as management, internal control and certain strategic negotiations.

## **DESCRIPTION OF THE ACCOUNTING MODEL**

### **OVERVIEW**

The accounting model draws a clear distinction between financial accounting and cost accounting. Financial accounting illustrates how human, material and financial resources are used. The objective of the financial accounting system is to record expenses and to report on financial transactions in accordance with legal requirements. Cost accounting focuses on the use of resources for the implementation of operational objectives by country, programme and target population, as defined in the PfR methodology. The purpose of cost accounting is to promote understanding of processes and transactions (i.e. to determine the reasons for, and the objectives of, the costs incurred), to respond



to internal management requirements in terms of detailed information, and – in particular for the ICRC – to facilitate general and specific reporting to donors.

The financial accounting system is composed of different data-entry modules that supply the basic information to the cost accounting system (comprising *cost centre accounting* and *cost units accounting*). The costs are allocated from the cost centres to the cost units according to where and by whom the objectives are being implemented. For the system to function, staff must report on the time they spend working on different objectives.

### Financial accounting system

The financial accounting system consists of a number of modules (general ledger, payroll, accounts payable, accounts receivable, stocks, fixed assets). Information recorded in the peripheral modules is stored within the main module, the *general ledger*, and incorporated into a balance sheet and a profit-and-loss statement. As financial accounting does not provide information about the origin of and the reason for costs, it does not in itself serve to assess results. In other words, it does not provide the information needed for reporting purposes. This task is performed by cost accounting.

### Cost or analytical accounting system

The cost accounting system allocates all costs in two different ways: to the *cost centre*, which explains the origin of the costs, and to the *cost units*, which indicate the reason for or the objective of the costs. Thus it not only explains the type and origin of costs (e.g. salary, purchase, communications, etc.), but also creates a link between the internal service supplier (operations, management, warehouse, logistics, administration, etc.) and the beneficiary, thereby providing reliable and meaningful information for both internal and external performance assessment and reporting.

### Overheads

The budget and expenditure for each operation comprise a 6.5% overhead charge on cash and services as a contribution to the costs of headquarters support for operations in the field. This support is for services essential to an operation's success, such as human resources, finance, logistics, information technology and other support as described in the Headquarters Appeal for the same year. The contribution covers approximately 30% of the actual cost of support provided by headquarters to field operations.

## COST TYPE ACCOUNTING

### Financial accounting and cost categories

The accounting model comprises three dimensions (e.g. in field operations: the organizational unit, target population and programme) that serve to allocate costs between cost centres and to cost units accounting.

### Cost centre accounting

Any unit (department or unit at headquarters or delegation in the field) within the organization generates costs as it consumes goods and services. It is important to identify the initiator of these costs and to specify his or her responsibility for the type, quality and dimension of the transactions concerned. This is the purpose of the *cost centre accounting* system. The cost centre reflects the structure of the unit to which the costs incurred within a given period are initially

charged. The person who is answerable for the origin of the relevant costs always manages the cost centre.

### Cost units accounting

*Cost units accounting* responds to the information requirements of management and donors, providing greater insight into the financial resources consumed. It is an essential tool for management since it describes the reason for or purpose of the costs. Cost units accounting and reporting are based on the operational objectives defined using the PFR methodology and give a clearer indication of the purpose for which the costs were incurred.

To make it possible to produce all the reports required, a three-dimensional cost units structure is used. The three dimensions, outlined below, are independent from one another. Set together, they are the parameters of the PFR system. The total costs found in cost unit accounting are equal to the total costs found in cost centre accounting. In all three of the dimensions described, there are different levels of aggregation in order to monitor activities adequately.

#### a) Financial “organizational unit” dimension

The financial “organizational unit” reflects the hierarchy of the organization in terms of responsibility for operational results. As most ICRC field operations are designed for and implemented in a specific geographical area, the organizational unit dimension also reflects the geographical structure of field operations. It serves to determine the costs and income of a delegation, region or geographical zone and to compare those costs and that income with the pre-defined objectives and results to be achieved.

At headquarters, the organizational unit dimension corresponds to directorates, departments and units.

#### b) Field programme dimension

In field operations, programmes are slices of institutional objectives cut along the lines of the ICRC's core activities. They therefore represent the ICRC's areas of competence translated into products and services delivered to the beneficiaries (see “Programme descriptions” above).

#### c) Target populations dimension

With the introduction of the PFR methodology, it has become necessary to identify target populations as relevant cost units and hence to incorporate them into the project dimension (for the definition of target populations, see “Target populations” above).

### Objectives and plans of action

The objectives are a general statement of intent used for planning purposes on a timescale of one to several years. Via plans of action, this process clearly identifies a result or a measurable change for a target population.

## INTERNAL CONTROL SYSTEM

Faced with increasingly complex environments, over the years the ICRC has progressively and pragmatically adopted an internal control and compliance approach based on three pillars: the Internal Control and Compliance Unit, a financial controller, and the Compliance and Quality Assurance Centre in the Philippines.

The Internal Control and Compliance Unit is responsible for ensuring that the ICRC's internal control system com-

plies with the requirements of Swiss legislation and with the ICRC's internal rules. The unit is mandated by the Directorate to update the "zone-wide" control document which sets the tone for the entire organization with regard to the control environment the ICRC aims to create. This unit is the focal point for the external auditor for any matter related to the internal financial control system.

The above-mentioned unit also coordinates with the financial controller who, through field and headquarters missions, checks on the implementation of financial, administrative, human resources and logistics procedures. Over the coming years, the scope of the financial control will be extended to fraud risks.

In addition, for more than two decades, the ICRC has run the Compliance and Quality Assurance Centre in the Philippines. It ensures comprehensive and consistent quality control of all accounting and logistics documents to ensure that financial transactions in the field are supported with bona fide documentation and that the standards set by the financial framework are respected.

A list of the main financial risks and associated control measures has been drawn up by the ICRC and validated by the external auditors. The list is reviewed at least once a year, although it can be updated whenever necessary. Any required follow-up is done by the unit.

The overall objective is to ensure the ICRC is fully accountable to its donors and other stakeholders, such as the authorities in contexts where it operates.

## INTERNAL AUDIT

According to Article 14 of the Statutes of the ICRC, the "Internal Audit shall have an internal monitoring function independent of the Directorate. It shall report directly to the Assembly. It shall proceed through internal operational and financial audits". The ICRC Internal Audit covers "the ICRC as a whole, both field and headquarters". Its aim is "to assess, on an independent basis, the performance of the institution and the pertinence of the means deployed in relation to the ICRC's strategy". In the area of finance, its role complements that of the external auditors (see below).

The Internal Audit helps the ICRC accomplish its objectives by using a systematic, disciplined approach to ensure and give added value to the effectiveness of risk-management, control and governance processes. Its methodology follows

the Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors.

The Internal Audit reports its findings directly to the ICRC president and the Control Commission, and issues recommendations to the management. The head of Internal Audit is appointed by the Assembly.

The Internal Audit's yearly work programme and budget are presented to the Assembly for approval. Each audit assignment is concluded by an audit report. The Directorate is responsible for responding to the recommendations included in Internal Audit reports; a formal system for following up the recommendations in each report is in place. Progress in implementation is reported to the Control Commission of the Assembly.

## EXTERNAL AUDIT

The ICRC's principal revenue sources are the contributions of governments and National Societies, funds from private sources and income from securities. According to Article 15 of the Statutes of the ICRC, the utilization of this revenue and of ICRC reserves shall be subject to independent financial verification, both internally (by Internal Audit) and externally (by one or more firms of auditors).

Each year, external auditors, currently Ernst & Young, audit the ICRC's consolidated financial statements. The statements include the consolidated statement of financial position, the consolidated statement of comprehensive income and expenditure, the consolidated cash-flow statement, the consolidated statement of changes in reserves and the notes to the consolidated financial statements.

The audit is conducted in accordance with the International Standards on Auditing. The external audit opines on whether the consolidated financial statements give a true and fair view in accordance with the International Financial Reporting Standards as adopted by the International Accounting Standards Board, Swiss law and the ICRC's Statutes. The audit report is published in the ICRC's Annual Report.

The external auditors examine, on a sample basis, evidence supporting amounts and disclosures. They review the accounting principles used, significant estimates made, and the overall consolidated financial statement presentation. They also give an opinion on whether an internal control system is in place.



## MISSION

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance.

The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

Established in 1863, the ICRC is at the origin of the Geneva Conventions and the International Red Cross and Red Crescent Movement. It directs and coordinates the international activities conducted by the Movement in armed conflicts and other situations of violence.



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