### Abbreviations and Definitions

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<tr>
<th>A</th>
<th>Additional Protocol I</th>
<th>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</th>
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<tbody>
<tr>
<td>A</td>
<td>Additional Protocol II</td>
<td>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</td>
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<tr>
<td>A</td>
<td>Additional Protocol III</td>
<td>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</td>
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<td>1977 Additional Protocols</td>
<td>Additional Protocols I and II</td>
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<td>AIDS</td>
<td>acquired immune deficiency syndrome</td>
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<td>Anti-Personnel Mine Ban Convention</td>
<td>Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction, 18 September 1997</td>
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<td>armed conflict(s)</td>
<td>International and/or non-international armed conflict(s): International armed conflicts exist whenever there is a resort to armed force between two or more states. Non-international armed conflicts are protracted armed confrontations occurring between governmental armed forces and the forces of one or more organized armed groups, or between such groups. The armed confrontation must reach a minimum level of intensity. International armed conflicts are governed, inter alia, by the 1949 Geneva Conventions and Additional Protocol I, as applicable, while non-international armed conflicts are governed, inter alia, by Article 3 common to the 1949 Geneva Conventions and Additional Protocol II, as applicable. Customary international humanitarian law also applies to both international and non-international armed conflicts.</td>
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<td>B</td>
<td>Biological Weapons Convention</td>
<td>Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction, 10 April 1972</td>
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<td>C</td>
<td>CHF</td>
<td>Swiss francs</td>
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<td>COVID-19</td>
<td>coronavirus disease 2019</td>
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<td>F</td>
<td>Fundamental Principles</td>
<td>Fundamental Principles of the International Red Cross and Red Crescent Movement: humanity, impartiality, neutrality, independence, voluntary service, unity, universality</td>
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<td>G</td>
<td>1949 Geneva Conventions</td>
<td>Convention (I) for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field, 12 August 1949</td>
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<td>Convention (II) for the Amelioration of the Condition of Wounded, Sick and Shipwrecked Members of Armed Forces at Sea, 12 August 1949</td>
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<td>Convention (III) relative to the Treatment of Prisoners of War, 12 August 1949</td>
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<td>Convention (IV) relative to the Protection of Civilian Persons in Time of War, 12 August 1949</td>
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<td>Health Care in Danger initiative</td>
<td>Health Care in Danger is an initiative of the International Red Cross and Red Crescent Movement aimed at addressing the issue of violence against patients and health workers, facilities and vehicles, and at ensuring safer access to and delivery of health care in armed conflict and other emergencies. It involves working with experts and various partners to highlight the humanitarian impact of violence against health care, develop practical measures and promote the implementation of these measures by states, components of the Movement, humanitarian organizations, health-care professionals and other relevant actors.</td>
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<td>HIV</td>
<td>human immunodeficiency virus</td>
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<td>I</td>
<td>ICRC</td>
<td>International Committee of the Red Cross, founded in 1863</td>
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<td>ICT</td>
<td>information and communication technology</td>
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<td>IDPs</td>
<td>internally displaced people</td>
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<td>International Conference</td>
<td>International Conference of the Red Cross and Red Crescent, which normally takes place once every four years</td>
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<td>International Federation</td>
<td>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.</td>
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<td>IHL</td>
<td>international humanitarian law</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<tr>
<td>K</td>
<td>KCHF</td>
<td>thousand Swiss francs</td>
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<tr>
<td>M</td>
<td>Montreux Document</td>
<td>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</td>
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<tr>
<td>Movement</td>
<td>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.</td>
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<td>N</td>
<td>National Society</td>
<td>National Red Cross and Red Crescent Societies embody the Movement’s work and Fundamental Principles in 192 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 armed conflict, National Societies help civilians and, where appropriate, support the military medical services.</td>
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<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
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<td>NGO</td>
<td>non-governmental organization</td>
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<td>non-refoulement</td>
<td>Non-refoulement is the principle of international law that prohibits a state, a party to an armed conflict or an international organization 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 a number of extradition treaties. The exact scope of who is covered by the principle of non-refoulement and what risks must be taken into account depends on the applicable legal framework that will determine which specific norms apply in a given context.</td>
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<td>O</td>
<td>OCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
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<td>OHCHR</td>
<td>Office of the United Nations High Commissioner for Human Rights</td>
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<tr>
<td>other situations of violence</td>
<td>This refers to situations of collective violence that fall below the threshold of an armed conflict but generate humanitarian consequences, in particular internal disturbances (internal strife) and tensions. The collective nature of the violence excludes self-directed or interpersonal violence. If such situations of collective violence have significant humanitarian consequences to which the ICRC can provide a relevant response, 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).</td>
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<td>P</td>
<td>POWs</td>
<td>prisoners of war</td>
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<td>R</td>
<td>RCMs</td>
<td>Red Cross messages</td>
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<tr>
<td>remotely piloted aircraft</td>
<td>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</td>
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<td>S</td>
<td>Safer Access Framework</td>
<td>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.</td>
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<td>Sanremo</td>
<td>The International Institute of Humanitarian Law in Sanremo, Italy, is an NGO set up in 1970 to spread knowledge and promote the development of IHL. It specializes in organizing courses in IHL for military personnel from around the world.</td>
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<tr>
<td>Seville Agreement 2.0</td>
<td>Movement Coordination for Collective Impact Agreement, the new framework for effective Movement coordination adopted at the 2022 Council of Delegates</td>
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<td>study on customary IHL</td>
<td>The study on customary IHL was published in 2005 by the ICRC – as mandated by the 26th International Conference in 1995 – after extensive research on state and international practices relevant to IHL. It identifies 161 rules of customary IHL, most of them applicable in both international and non-international armed conflicts, and outlines the practices underlying those rules. Since 2007, the study has been regularly updated through the continuous collection of practices and is freely accessible on the ICRC’s online customary IHL database (ihl-databases.icrc.org/customary-ihl).</td>
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<td>T</td>
<td>TB</td>
<td>tuberculosis</td>
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<td>U</td>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
<td></td>
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<tr>
<td>UNHCR</td>
<td>Office of the United Nations High Commissioner for Refugees</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>W</td>
<td>WFP</td>
<td>World Food Programme</td>
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<tr>
<td>WHO</td>
<td>World Health Organization</td>
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MESSAGE FROM THE PRESIDENT

It is my great pleasure to address you for the first time as president of the ICRC. Today the ICRC is confronted with rising humanitarian needs amid an unparalleled set of global crises. The reverberating shocks of protracted armed conflict, the COVID-19 pandemic, spiraling food prices, climate change and urban warfare are bringing untold suffering to millions of people. In many of the more than 100 countries where the ICRC works, we are seeing more vulnerability, more desperation – and more families forced to abandon their homes and livelihoods, struggling to cope with multiple overlapping and overwhelming challenges. In addition, new technologies of warfare, including cyber operations, pose mounting risks of significant civilian harm, as does the chilling resurgence of the threat of the use of nuclear weapons.

In 2022, the international armed conflict between the Russian Federation and Ukraine has severely impacted the global economy and caused food and energy costs to soar. For communities affected by armed conflict and violence, this has led to greater economic instability, fragility and poverty. Food insecurity remains a major concern, particularly in the Sahel: the region, which is highly dependent on food imports, is experiencing one of the worst socio-economic crises ever recorded on the African continent. Numerous armed conflicts and episodes of violence, combined with the effects of climate change, environmental degradation and low agricultural productivity, mean much more must be done to save vulnerable populations from the risk of starvation.

I witnessed some of these impacts on my first operational visit as ICRC president to Mali, where up to 2 million people face severe malnutrition. I spoke to displaced women who had lost everything, fleeing with their children in the face of climate shocks and a worsening security situation. Many children do not survive such perilous journeys. These families want – and need – people-centric, sustainable solutions that will help them rebuild their lives and livelihoods and become more self-sufficient. Humanitarian action alone cannot provide the whole range of services to help communities fully recover. We need a more integrated approach, with different stakeholders and institutions joining forces across relevant domains of expertise.

Accelerating climate change, combined with conflict and food insecurity, is triggering displacement, fuelling tensions and creating humanitarian needs on a massive scale. The need for climate-smart programming is urgent. In Niger, the ICRC has been working with displaced and resident communities, investing in irrigation and soil regeneration to mitigate the severe impact of climate shocks on their livelihoods. It has also taken innovative initiatives in Israel and the occupied territories, Jordan, Iraq and the Syrian Arab Republic, focusing on climate-smart irrigation practices, renewable energy sources and sustainable agricultural techniques. The ICRC Climate and Environment Transition Fund, launched in 2022, will help us to reduce our greenhouse gas emissions and better integrate climate and environment factors across ICRC programmes.

Scenes in Aleppo, Tripoli and Mosul, and the recent intense hostilities in Ukraine, continue to highlight the terrible impact of urban warfare on civilians, essential infrastructure and services such as health facilities, schools, power plants and water supplies. This reality of modern conflict – a trend that is likely to continue – has been exacerbated by the use of heavy explosive weapons in populated areas. As more and more armed conflicts are being fought in urban environments, civilians – including children, the elderly, the sick and wounded – bear the devastating short- and long-term consequences. The ICRC’s unique mandate, conferred by states, enables it to speak to all parties to armed conflict with a view to promoting respect for international humanitarian law, which stipulates that the anticipated effects of hostilities on civilians and civilian infrastructure must be factored into all military operations. Civilians and civilian objects must be protected. These rules of war are designed to maintain a bare minimum of humanity in armed conflicts, save lives and reduce suffering – and they must be respected in all circumstances.

The unabated increase in the number of missing people worldwide is another concern. Since 2017, cases registered by the ICRC have increased by over 80 per cent to more than 180,000. And we know that this represents just
the tip of the iceberg. While people go missing in a broad range of contexts, armed conflicts remain a critical factor driving these ever-larger numbers. The ICRC and its Central Tracing Agency (CTA) work in more than 60 contexts, in close collaboration with National Red Cross and Red Crescent Societies, in support of missing people and their families. I saw first-hand how the dedicated CTA bureau for the international armed conflict between the Russian Federation and Ukraine is helping thousands of families who are desperate for news of their loved ones. It is a service that touches the core of our humanity. But we need more support from states to strengthen the international response to this profound humanitarian issue that requires greater recognition, attention and action.

Given the increasing complexity of humanitarian crises and the fast-growing needs that people have around the world – from Afghanistan to Ethiopia and Somalia to Yemen – the International Red Cross and Red Crescent Movement’s collective mission and activities are more critical than ever. The ICRC will keep bolstering its response in close coordination with partners within the Movement and beyond, because it is only through collective action that we will be able to deliver long-term humanitarian impact and help the most vulnerable communities strengthen their resilience. To this end, the ICRC is committed to working with local authorities, development partners, financial institutions and the private sector. For example, in Afghanistan, in an effort to prevent the hospital sector from collapsing, we have been supporting 33 hospitals so that Afghan health professionals can maintain secondary and tertiary medical care for the population. More than 100,000 babies have been delivered in these facilities so far in 2022.

Thousands of other ICRC programmes and services in fragile environments around the world demonstrate the value of neutral, impartial and independent action. Thanks to the trust we build with authorities and communities, and to our close collaboration with National Society volunteers, we are often one of the few humanitarian organizations able to reach people in need. But we cannot do it alone. With your committed and steadfast support, for which we are deeply grateful, the ICRC will continue to protect lives, prevent suffering and bring hope to people in 2023.

Mirjana Spoljaric Egger
ICRC President
THE EVOLVING OPERATING ENVIRONMENT

THE EXPANDING AND PERVERSIVE EFFECTS OF ARMED CONFLICT AND OTHER SITUATIONS OF VIOLENCE

Conflict and violence continue to cause immense suffering throughout the world. While the methods have not fundamentally changed over the last decade, major conflicts are driving global instability, spreading fragility, triggering forced displacement and long-term disruption within societies and social systems and creating massive humanitarian needs. For many years now, responding to needs related to health, nutrition, shelter, water and sanitation has been at the heart of humanitarian assistance; however, owing to the disruptive effects of conflict and violence, a much broader range of vulnerabilities has begun to emerge, giving rise to additional needs. In many countries, socioeconomic development has resulted in expanded access to health care and education, and technological progress has lifted many people out of poverty; even so, millions of others remain trapped in a vicious cycle of conflict and underdevelopment that is often linked to protracted conflict.

The operating environment is further complicated by parties to armed conflict and other actors fuelling violence and often operating within coalitions that transcend national borders. These coalitions have become more assertive in the pursuit of their interests and also more fragmented and volatile in the way they coalesce. Conflict-related violence regularly blends with criminality, and is continuously fed by war economies and the political exploitation of ethnic and religious differences.

Battlefields are less clearly defined as they increasingly move into urban areas and proliferate in the digital sphere. Conventional weapons continue to be readily available and new weapons are becoming more accessible to a broad range of State actors, non-State armed groups (NSAGs) and individuals, putting growing numbers of people in harm’s way.

THE HUMAN COST OF WAR

The human cost, direct and indirect, exacted by conflict and violence is appalling. Every day, hundreds of thousands of civilians throughout the world are persecuted, abused, displaced, wounded or killed and regularly denied the fundamentals of humanity. The number of civilian deaths caused by conflicts doubled between 2010 and 2016 and the number of people displaced, missing or behind bars as a result of conflict and violence is greater than at any point in several decades. The potential use of biological and other weapons of mass destruction and the use of chemical weapons is a dramatic setback for the international community, as is the re-emergence of famine and cholera, which threatens entire communities. The disregard for international humanitarian law (IHL) and other fundamental rules that protect people is both a root cause and a symptom on a dynamic continuum of conflict and violence. Greater connectivity makes information about IHL violations, violence and injustice instantly accessible to more people; ignoring them or denying their existence is therefore becoming increasingly unacceptable to the people affected and to the international community.

Acts of extreme violence against civilians have become commonplace, and massive civilian casualties are too often regarded as an inevitable consequence of war. Armed actors regularly pursue their military strategies with little or no respect for the laws of war. Counter-terrorism measures lead to unending ‘states of emergency’, in which fundamental rights are restricted or denied, and humanitarian imperatives are systematically overridden by security objectives. In such an environment, political discourse often becomes toxic, dehumanizing victims and eroding compassion for human suffering. This adversely influences States and other actors’ willingness to uphold their obligations. In countries not affected by armed conflict but by extremely high levels of violence, particularly in territories where State authority is weak or being challenged, entire communities suffer the severe and chronic consequences, often without any support from either the authorities or traditional humanitarian and development organizations. These protection failures cause population displacements on a massive scale and result in the widespread perception that the international community is collectively failing the people and communities affected.

A MORE FRAGMENTED AND POLARIZED WORLD

Preventing, responding to or ending conflict and violence has been made more difficult by an increasingly fragmented international order and the attrition of diplomatic solutions. Political polarization at global and regional levels is feeding conflict dynamics. The international community often lacks the resolve to find political solutions and instead turns to humanitarian actors for short-term remedies to the most serious consequences of conflict. More alarmingly, the politicization of principled humanitarian action threatens to further reduce the neutral space required for responding to the consequences of increasingly complex and intractable conflicts. In the absence of such humanitarian space, decades-old conflicts remain with no end in sight, and newer conflicts gradually morph into protracted crises, characterized by long-term societal challenges, high levels of violence, poverty and economic underdevelopment, and failures of governance.

Short-term humanitarian problems caused by conflict and violence are made worse by longer-term trends like climate change, population growth, urbanization and uneven economic development. The economic inequalities between the haves and the have-nots is widening in many fragile contexts and

1. In this document, the term ‘armed conflict and other situations of violence’ will be shortened to ‘conflict and violence’ for ease of reading. Please note that the ICRC uses ‘other situations of violence’ (hereafter ‘violence’) to refer to situations of collective violence, perpetrated by one or several groups, that do not reach the threshold of an ‘armed conflict’, but that may have significant humanitarian consequences.
the latter increasingly have instant access to information and images that deepen their sense of social injustice and deprivation. Inequality across different groups also exacerbates political, ethnic, and religious tensions, resulting in greater social and political instability.

Such tensions and injustice extend to issues of gender, where one sees the contrast between the persistence of sexual and gender-based violence and a growing resistance to oppressive and harmful gender practices across entire societies. In conflict-affected contexts and beyond, sexual and gender-based violence has become not only a matter of humanitarian concern but also a key political issue, and one to which humanitarian actors are expected to respond proactively, by protecting people from harassment, abuse and violence.

Governance systems also seem to be failing at multiple levels, causing a crisis of trust between authorities and populations. The resurgence of populist policies in many countries is accompanied by inward-looking and xenophobic rhetoric that challenges established areas of international cooperation. The very same technological achievements that have empowered individuals and communities are also creating unprecedented – and often not yet fully understood – risks to their safety, freedom and rights.

**THE PARADOX OF PROGRESS**

When all these dynamics intersect, the effects are pervasive, weakening existing systems and undermining the coping mechanisms of communities affected by conflict and violence. They can turn the front lines of conflict into a continuum of violence and instability across geographical and social boundaries. The expansion and deepening of front lines of conflict are exacerbating individual and structural vulnerabilities and turning affected States, including relatively stable middle-income countries, into heightened ‘states of fragility’.

On the other hand, with rapid socioeconomic and technological progress and the new opportunities it creates, there has never been as much potential for finding solutions to the complex problems confronting us. The physical and virtual worlds are merging into augmented realities, with possible transformations that are not yet fully understood. New actors are emerging on the political and humanitarian landscapes, to contest the traditional distribution of power and to challenge conventional aid policies with innovative approaches and strategies that are often rooted in local action and community partnerships.

Despite significant challenges, the ICRC and other principled humanitarian organizations are still able to successfully carve out and negotiate the humanitarian space required to protect and assist millions of people affected by conflict and violence. Recent studies and direct observation show that IHL is respected and implemented in many situations, and that it provides the framework for the protection and assistance efforts of numerous local, regional and international actors. This is proof that armed actors, even in the most challenging contexts, can be influenced and persuaded to respect humanitarian principles and the laws of war.

**A GUIDING COMPASS**

The ICRC’s Institutional Strategy 2019–2024 provides a compass for action for the next six years. It guides the organization in both preventing and alleviating the suffering of people and communities affected, and in delivering relevant and sustainable humanitarian impact. The Strategy is rooted in the rich history and legacy of the ICRC, solidly grounded in the present reality and resolutely forward-looking. We hope that it will provide the necessary guidance for orienting the activities and development of the organization, inspiring staff, donors and other stakeholders, and responding proactively to the challenges and new opportunities that we are likely to encounter from 2019 to 2024.

**OUR ACHIEVEMENTS AS WE LOOK TO THE FUTURE**

The ICRC’s Strategy 2015–2018 has helped the organization to sustain the development of its activities in parallel with the growth of the global humanitarian sector, and to ensure their relevance to those affected by conflict and violence. Notwithstanding the challenging operating environment described above, the ICRC has managed to strengthen its ability to protect and assist people and to establish stronger synergies between legal, operational and policy activities throughout the organization. Our humanitarian diplomacy and public positioning have enabled the ICRC to secure further political and financial support. Stronger partnerships within the Movement, and with other humanitarian organizations, the private sector, professional networks and academia, have helped the ICRC become more capable of responding promptly and effectively to the growing needs of populations affected.

**THE ICRC’S MISSION**

“The ICRC is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of the 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.”

This mission statement will continue to provide the framework for the ICRC’s development. The core strengths and the distinctive character of the ICRC, developed over more than 150 years, can be seen in its ability to keep IHL and humanitarian principles alive in the worst of circumstances, to protect the rights and dignity of people affected, to alleviate their suffering, and to establish and maintain trustful relationships with combatants, governments and local communities in order to carve out the humanitarian space necessary to fulfil its mission. The ICRC’s ability to maintain a strictly humanitarian approach, while operating in some of the most testing political and security environments, is at the core of its past success and of critical relevance to its future.
In order to fulfil its mission and chart its way forward, the ICRC will continue to rely on:

- the Fundamental Principles – especially impartiality, neutrality and independence – which are the most powerful tools for guiding and safeguarding humanitarian action
- our ability to put these principles into action and to ensure the safety of our staff, so that we can continue to be close to people and their needs and to adapt the humanitarian response accordingly
- both our proximity to armed actors and other stakeholders on the front lines of conflict and our capacity to engage in a constructive dialogue to maintain our licence to operate
- our engagement with States and NSAGs in order to ensure implementation of IHL and negotiate safe and secure humanitarian spaces
- our engagement with the High Contracting Parties to the Geneva Conventions and other stakeholders in order to interpret and develop the norms of IHL and other relevant rules as a practical and experience-based tools to preserve the fundamentals of humanity in times of conflict and violence
- our combination of professional skills, operational expertise, humanitarian diplomacy and public engagement with stakeholders and audiences about humanitarian concerns and dilemmas, the ICRC’s policies and actions and their impact.

The ICRC will have to navigate the dilemmas and tensions that arise from operating in highly complex environments. It will therefore:

- maintain its neutral, impartial and independent character, while providing humanitarian assistance and protection within an increasingly politicized environment
- continue to navigate and manage dilemmas and tensions between principled action and pragmatism, confidentiality and advocacy, while operating as an international organization delivering very local responses, and discharging its mandate from States to engage impartially with all actors of conflict and violence, including the adversaries of those same States
- strengthen its ability to work at multiple levels, from life-saving emergency operations to longer-term, systemic and innovative activities that address some of the most serious sources of vulnerability and fragility
- continue to address issues arising from conventional warfare and violence, while also preparing itself to deal with challenges associated with cyber security and the conduct of hostilities in the digital sphere and to respond to the related humanitarian consequences
- embrace innovation and digital transformation to become a more flexible and agile organization, one that responds more promptly and effectively to the changing needs of populations affected without losing the human, personal and informal character of its interaction with the populations and communities affected
- focus on its key priorities – with regard to humanitarian action – and engage in partnerships that build on the complementarity of skills and mandates of other humanitarian actors for greater impact
- influence the humanitarian sector to strengthen its capacity to respond to the humanitarian consequences of complex crises, while maintaining and developing its own principled operational capacity to respond directly to the needs of populations affected.

PEOPLE AND THEIR NEEDS AT THE CENTRE OF THE ICRC’S HUMANITARIAN ACTION

PEOPLE AT THE HEART OF OUR MISSION

Individuals, households and communities affected by conflict and violence are at the heart of the ICRC’s mission. Saving lives, alleviating suffering and responding to people’s needs remain the driving force of the ICRC’s humanitarian engagement and the focus of its commitments and efforts. Just as the nature and means of war and violence change, so too do the needs and coping mechanisms of the people affected. But a great deal of humanitarian action is still largely directed by States, donor policies and international humanitarian agencies, which define the parameters and priorities of humanitarian action and measure its relevance and results. The populations affected and their needs might be taken into account, but people themselves are rarely at the centre of the design of the formal humanitarian response.

Today, too many vulnerable people fall into a ‘protection gap’ because they do not fit within existing programmatic criteria. Others are left unassisted and unprotected because they are silent (or have been silenced), invisible, hidden or uninformed about prevention or protection options. Facilitating the meaningful participation of people affected and ensuring that they have space and agency within the humanitarian response is critical in addressing this situation. This change will require time, new approaches, practical tools and techniques, and a deeper transformation of traditional structures. This will include a shift away from a culture of top-down operational control to one of genuine engagement with populations and communities affected and the local actors and influencers within their environment. Specific approaches will be needed to prevent or minimize the adverse effects of unequal power relations between international actors and vulnerable communities, and between the different social, age or gender groups within these communities.

PEOPLE AFFECTED ARE EXPERTS ON THEIR OWN SITUATION

By recognizing and respecting the fact that communities affected are experts on their own situation, first responders and agents of change, the ICRC aims to go beyond its traditional needs analysis and subsequent provision of assistance – goods, cash and services – to build a response that takes into account evolving priorities, irrespective of whether people’s needs lie within its existing portfolio of operational responses.

The ICRC will continue to assess and seek to address, in line with its principles, needs arising from conflict and violence. It will also adapt and evolve, both in the delivery of its humanitarian response and in the scope of its activities, particularly in conflict settings and ‘forgotten’ contexts, where it has a unique ability to negotiate humanitarian spaces and where it is often the first and last international actor present.
This approach opens up a space for populations affected to articulate their needs, tell their stories as individuals and communities, and have their perspectives and knowledge of the context incorporated in the design, implementation and review of the ICRC’s humanitarian responses. In protracted crises, people’s ability to deal with changing threats and vulnerabilities – as well as their coping mechanisms, agency and influence within the context – changes over time and varies with their status and circumstances. Sound cultural and contextual understanding is vital, and there cannot be a single approach. For instance, women may face specific protection issues in conflict settings, such as a disproportionate risk of sexual violence and other dangers exacerbated by cultural norms, their gender and their perceived place in society. Yet in many cases the influential, informal roles that women play are critical in upholding social cohesion and preventing further disruption. Such important contributions must be better acknowledged and leveraged to build resilient communities.

We acknowledge that a broad range of stakeholders (people and communities affected, States and NSAGs, donors, staff, National Societies and partners) may facilitate, control, deliver or block principled humanitarian action. With that in mind, we will engage not only with people and communities affected, but also with host communities, States and NSAGs to influence the upholding of IHL, alleviate the suffering created by conflict and violence and deliver concrete prevention and protection outcomes. We also recognize that the ICRC is but one actor within the broader humanitarian ecosystem, and will therefore seek to build formal and informal connections that enable a more relevant and sustainable humanitarian response and create greater impact for people affected.

OPEN, ACCESSIBLE AND WILLING TO LISTEN

To make these changes, the ICRC needs to remain open, accessible and interested in the views of people affected. Crucial reflections include determining who should be consulted. Who represents a legitimate expression of needs? How should the ICRC engage with those who are most vulnerable and manage local intermediaries? How should the ICRC respond when assessing needs is difficult and when it does not yet have responses for emerging needs? How does the ICRC build trust and a broad consensus in highly volatile situations? How does it structure operational decision-making processes? How can the ICRC use new technologies to facilitate engagement with people affected, and make sure their views and voices are heard and become more responsive to them? How can we address security challenges as well as political, social and bureaucratic obstacles at the local level? And how can we ensure that the humanitarian response reaches the right people? These are real and important challenges.

Responding to such questions is critical and will enable us to devise a humanitarian approach that is fit for the future. Ensuring that ICRC needs assessments systematically incorporate the views of people affected, while leveraging their knowledge and understanding of the social changes and public policies that influence their vulnerability and resilience, will be key. Maintaining and increasing the ICRC’s physical proximity to people affected, in order to build relationships of trust that enable the organization to respond to an evolving palette of needs, will be crucial. Interacting with a diverse range of local and international stakeholders, partners and influencers, who can together deliver a more relevant and impactful humanitarian response, is also vital.

The ICRC will also ensure that people-centred and influencing strategies bring together its humanitarian activities and institutional initiatives independent of their organizational labels or structures. By doing this we hope to ensure that our responses are perceived as more integrated and multidisciplinary by people affected, and to enable all ICRC staff, resident and mobile, to contribute to addressing people’s need for protection and assistance effectively. The orientations in this Strategy are presented in this spirit and therefore go beyond the ICRC’s traditional programmatic approach to its humanitarian activities. The orientations aim to influence those who cause suffering to change their behaviour; and when this is not successful, to mitigate the consequences for the people and communities affected.

STRATEGIC ORIENTATION 1

INFLUENCING BEHAVIOUR TO PREVENT VIOLATIONS OF IHL AND ALLEVIATE HUMAN SUFFERING

People affected by conflict and violence want to have their suffering alleviated, but they also want not to have to suffer at all. A people-centred approach therefore requires a stronger focus on prevention and protection. Efforts must be made to influence and change the behaviour of parties to conflict; prevent violations of IHL and fundamental rights; change laws, policies and practices that have a harmful impact on people affected; and ensure respect for principled humanitarian action, so that both those in need and those seeking to assist them are accessible.

Protection challenges are growing, but political reluctance to deal with protection issues is widespread. The ICRC will strengthen and adapt its strategies to influence the behaviour of those who threaten the safety, dignity, rights and wellbeing of people affected, such as children, women, older people, people with disabilities, people who are detained, victims and survivors of sexual violence, internally displaced people and migrants, and those who are persecuted or discriminated against.

To do this, we will leverage our proximity to affected populations, our concrete action on the ground, our adherence to humanitarian principles and our role as a neutral intermediary to establish and develop trustful relationships with States, with non-State armed actors and other stakeholders. We will continue to build bridges with all parties to conflict and endeavour to establish the necessary dialogue to carve out neutral spaces, prevent the escalation of violence and mitigate the impact of conflict on the lives of people affected.

We will combine our operational experience, technical expertise, diplomatic network and contextual knowledge with the relevant internal and external information and data flows to help us better understand the causal links between political and socioeconomic dynamics, technological developments,
human behaviour, disregard for fundamental rights and IHL and patterns of conflict and violence. We will develop a solid base of knowledge and evidence to improve our ability to anticipate and influence the policies and behaviour that cause human suffering during situations of conflict and violence. We will continue to explore how formal and informal diplomatic and normative mechanisms can enhance respect for IHL and other rules protecting people in violent situations, and aim to demonstrate their relevance for protecting civilians, reducing fragility and contributing to the broader individual and societal aspirations of sustainable peace.

Based on our principled approach, we will develop alliances with organizations and other actors, especially those committed to humanitarian principles and IHL, within and beyond the humanitarian sector, in order to strengthen our influence, enhance the impact of our work and foster an environment more conducive to policies aligned with humanitarian principles and IHL, which is a building block of a broader system of rules-based order.

**Objectives**

1.1. The ICRC strengthens its role as the reference organization on IHL by:

- increasing its capacity to assist States and other relevant actors to uphold their legal obligations
- making a particular effort to demonstrate the relevance, added value and practical application of IHL and other norms
- working to address existing and emerging gaps in the law
- continuing to provide thought leadership on IHL and its evolution.

1.2. The ICRC strengthens its collection and use of evidence, data and research in the areas of IHL, and humanitarian action in general, as a means of reinforcing its protection response to people affected by urban violence, forced displacement, sexual violence, disappearance and family separation, and by attacks on health-care personnel and facilities.

1.3. In order to deliver concrete prevention and protection outcomes, the ICRC pursues advocacy and/or standard-setting in relation to existing and new dimensions of warfare and law enforcement practices, with a specific focus on:

- people who are missing and/or detained and people experiencing forced displacement and family separation
- weapons-related issues such as cyber and autonomous weapons, and the need to ensure human control and agency in decisions to use force
- leveraging operational and legal experience and expertise to engage more consistently with parties to armed conflict, and communities affected, on the necessity of respecting IHL, and in particular the compatibility of counter-terrorism measures, detention practices and use of force policies with IHL.

1.4. The ICRC contributes to the improved safety and security of people affected by conflict and violence, and the preservation of their dignity, by:

- developing field-based strategies and leveraging its operational experience and expertise in support of its confidential and bilateral dialogue, humanitarian diplomacy and public communication
- enhancing its negotiation skills by developing and more systematically sharing negotiation experiences, tools and methods with peers, and across front-line agencies and organizations
- ensuring greater diversity in humanitarian negotiation teams – in terms of background, gender and technical competencies – so that they are relevant and effective within the contexts in which they work.

1.5. The ICRC prevents disappearances and increases positive case resolution for people separated from and without news of their loved ones by:

- transforming the Central Tracing Agency into the lead international mechanism for storing, standardizing, accessing and analysing data linked with people who have gone missing
- providing protected and secure digital storage of personal data within the Central Tracing Agency and the Family Links platform, and through partnerships with National Societies and other key stakeholders
- making itself more accessible to families of people separated, disappeared or missing in relation to conflict and violence.

**STRATEGIC ORIENTATION 2**

**BUILDING RELEVANT AND SUSTAINABLE HUMANITARIAN IMPACT WITH PEOPLE AFFECTED**

Humanitarian action was born with an emergency mindset, to save lives and alleviate the suffering caused by the immediate consequences of war, violence and other disasters. As a result, humanitarian responses often focus on short-term solutions for dealing with the immediate and visible costs of such crises. Emergency needs arising from conflict and violence are and will continue to be the entry point for the ICRC, and will remain an important focus of its work. However, the longer-term effects of protracted crises and chronic situations of violence on the security, safety, dignity, identity and sense of belonging of people affected are a growing concern for us. These effects are not always easy to understand and are therefore more difficult to respond to. Despite the significant impact of such consequences on people’s lives, the systemic, long-term and intangible needs created by protracted crises often remain invisible because they are not always revealed by humanitarian needs assessments.

It has therefore become essential when responding to protracted crises, to develop an approach that incorporates these longer-term and evolving needs in the design and implementation of humanitarian programmes. An enhanced
vulnerability-based methodology, one that makes use of needs and impact assessments that are more participative and multifaceted, would help us to develop broader and more inclusive means of addressing the various threats to the safety and dignity of people affected. This would also help to reduce the vulnerabilities that emerge over time, and support the coping mechanisms that enable people to return to their version of a normal life, sustain their livelihoods and meet their longer-term needs autonomously.

The ICRC will pay attention to a broader range of needs and work with others, seeking concrete ways to facilitate impartial and safe access to education, connectivity, information and other entitlements that enable people affected to gain greater control over their lives and future. Such an approach is crucial for strengthening people’s ability to enjoy or defend their fundamental rights, or have those rights restored, and for finding more lasting ways of addressing the needs of people affected.

We also aim to develop more systemic, innovative and multi-stakeholder approaches alongside our emergency response, in order to ensure that our protection and assistance activities are more responsive, impactful and relevant to the evolving nature and complexity of humanitarian needs. This means that we will invest in improving our ability to address the underlying vulnerabilities in the delivery of basic services and in infrastructural systems (e.g. in the areas of health, water, shelter, physical rehabilitation for people with disabilities and nutrition) on which people and communities depend. It also means expanding our understanding of what is required to sustain the provision of basic services and to arrest the decline of these services. At the same time, we will strive to influence all parties to armed conflict to respect IHL so that essential infrastructure is protected from damage, personnel can continue working and humanitarian action is shown due regard.

Humanitarian action in protracted settings must therefore be adapted at several levels. First, the response must not be limited to disruptions of individual lives; it must also be capable of dealing with more systemic and long-term problems, particularly because the cumulative impact of conflict and violence in fragile urban environments can destabilize broader geographic areas. Second, the humanitarian response must address not only the physical needs, but also the mental health and psychosocial impact that war has on the overall well-being of populations. In the spirit of the ‘do no harm’ approach, humanitarian action must go beyond short-term substitution and support communities affected in strengthening their coping mechanisms, self-reliance and self-protection strategies.

All this must be accompanied by a more diverse, efficient and sustainable use of humanitarian funding, one that supports both the scalability of short-term, emergency-driven expenditures and longer-term, impact-driven humanitarian investments that enable humanitarian actors to meet emergency needs while simultaneously securing ‘development holds’. This will help prevent the degradation of critical individual and public assets, boost the resilience of communities, reduce the cost of post-conflict reconstruction and contribute to the overall recovery of societies affected by conflict and violence.

In the coming years, the ICRC will therefore, in addition to providing emergency response, strengthen its response to needs generated by the time frames of protracted conflicts and the requirements of urban settings – and also work closely with people affected to design, implement and review its humanitarian activities – to deliver a more relevant and sustainable humanitarian response. The ICRC does not intend to become a development agency with a social-change agenda. It will however continue to be guided solely by its humanitarian mandate and maintain its ability to calibrate activities, expand or contract its operational surface according to evolving needs, identified gaps and opportunities to create greater humanitarian impact for people affected.

Objectives

2.1. To ensure the relevance and sustainability of its humanitarian response, the ICRC adapts its working procedures to:

- maintain and increase its physical proximity to and digital engagement with populations affected by conflict and violence
- systematically engage people affected on the relevance, design, implementation and review of its activities
- focus on strengthening its understanding of and response to people’s broader needs, such as mental health and psychosocial needs, or the need to access educational opportunities
- improve the timeliness, reliability and scope of needs assessments and feedback mechanisms.

2.2. The ICRC enhances its comprehensive response throughout the crisis cycle, in order to strengthen the resilience of people affected, by:

- acknowledging people’s self-determined priorities
- working together with people affected to ensure safe access to the social, financial and physical resources and services they require
- reinforcing or supporting the development of affected people’s own risk reduction capacities
- supporting affected people to build on their self-reliance and self-protection strategies.

2.3. The ICRC continues to develop and scale up its protection and assistance responses with a focus on:

- people and communities with specific characteristics that put them at greater risk in contexts of conflict and violence
- addressing needs arising from sexual and gender-based violence, as well as needs related to mother-and-child health care and needs arising from the disruption of livelihoods
- refining its analysis of the various factors contributing to vulnerability and needs
- reducing social exclusion associated with situational and identity-based barriers that people affected are confronted with when trying to access services.
2.4. To bolster the sustainability of its humanitarian response, the ICRC seeks to reinforce conflict affected communities’ ability to absorb the combined consequences of conflict and climate shocks, and will:

- support communities to adapt and transform their capacities and resources to better manage future stresses caused by the combined effects of conflict and climate change
- adapt its programming to systematically prevent degradation of the environment on which populations affected rely for their livelihood and well-being
- enhance its own environmental responsibilities and policies by improving its energy efficiency, reducing its dependence on fossil fuels, reducing and ensuring proper treatment of hazardous waste in the field and demanding higher quality and sounder environmental practices of its suppliers.

2.5. The ICRC continues to respond to emergencies, while concurrently strengthening its ability to address needs created by the breakdown of systems and infrastructure in protracted conflicts by:

- ensuring that appropriate planning systems and operational models are in place
- developing a multi-year financing model, including contributions that sit outside of annual core planning and that specifically support large-scale, longer-term systemic responses in protracted conflicts.

2.6. The ICRC strengthens its ability and capacity to operate in some of the most hazardous environments by:

- adopting, disseminating and reporting on adequate and regularly updated security protocols and procedures, in order to enhance the capacities of its operational teams, particularly at sites most exposed to security risks
- providing managers with the necessary professional training, competency testing and experience sharing in security management, and awareness and skills training for all its operational staff on these assignments
- establishing an independent system of review to support the organization in examining the causes, consequences and implications of major security incidents through the proper capturing, analysis and dissemination of lessons learned across field operations, while empowering its operational staff to manage risks in a proactive manner.

2.7. As a learning organization, the ICRC:

- strengthens its capacity to evaluate the outcomes of its activities and learn from its successes and failures
- embeds evaluation more firmly in its planning and result-based management systems
- takes advantage of the increasing availability and collection of relevant data
- leverages a variety of evaluation methods, including qualitative and quantitative approaches, with a view to having a greater operational impact and promoting institutional learning.

**STRATEGIC ORIENTATION 3**

**WORKING WITH OTHERS TO ENHANCE IMPACT**

Two of the key features of protracted conflicts are the growing incongruence between humanitarian needs and the capacity of traditional humanitarian actors to respond to and cover those needs; and the increased interdependence between the vulnerabilities created by conflict and violence and the structural fragilities of society, such as poverty, social exclusion, bad governance and the effects of climate change. The gaps between needs and response, and the complexities of the challenges that arise, cannot be addressed by a single approach or by one organization. Cooperation, complementarity and work between different stakeholders and actors have therefore become more essential than ever.

In many contexts, broad acceptance by and proximity to people affected are determined by the ability to carve out and maintain humanitarian spaces, and the receipt of unearmarked funds for delivering services perceived as impartial, neutral and independent. The ICRC will pay particular attention to these crucial factors in framing operational and strategic partnerships with others to increase the impact of its activities. As the needs of populations affected grow in magnitude, complexity and interconnectedness, we should expect the ICRC to change its response and the way it works with others.

The careful delineation of areas and activities – those areas in which the ICRC will work directly on the basis of its mandated role, skills and resources; and those in which it will cooperate with partners to increase its impact – is a critical issue. The ICRC will focus on the special relationship it has with components of the Movement. It will also develop more cooperative strategies with international and local humanitarian organizations, the private sector and academia that are consistent with its principled approach. Finally, the ICRC will systematically consider experimentation and innovation with a range of partners whenever that is critical for achieving a greater impact and more durable solutions for people affected by conflict and violence.

**Objectives**

3.1. Striving for greater impact for people affected, the ICRC takes the lead in orchestrating an inclusive Movement response during armed conflict and ensures funding, reporting and accountability of coordinated Movement activities. Alongside this, it increases the relevance and impact of principled Red Cross and Red Crescent action by creating opportunities and systems within its humanitarian response for National Societies to contribute specific and complementary expertise, knowledge and resources that address the unmet needs of people affected by armed conflict.

3.2. The ICRC recognizes the importance of National Society development in delivering a more relevant and sustainable humanitarian response, and therefore works to create alliances of competent and experienced partners, including with the International Federation of Red Cross and Red Crescent Societies, that deliver broad institutional development support with National
Societies while focusing ICRC support on the areas of: Safer Access, IHL, Restoring Family Links, and the Fundamental Principles.

3.3. The ICRC increases its capacity to shape debates and influence decision-making on humanitarian issues of concern by building communities of practice with front-line responders and creating coalitions with new and existing partners – including National Societies, academia and the private sector – that employ a principled humanitarian approach to protect people affected.

3.4. The ICRC works with others to facilitate access to tools and services that are not necessarily part of its existing response but that are regularly cited by people affected as important needs. These include:
  • access to education, connectivity and information
  • services that enable people and communities affected to develop their own prevention and protection strategies and strengthen their resilience to recover and sustain their lives and livelihoods.

3.5. The ICRC develops diverse models and forms of engagement and partnerships with States and other relevant stakeholders to secure broader and safer humanitarian access, and to achieve greater impact on converging issues of interest, with a particular focus on contexts where the coverage of humanitarian needs, and where the ICRC’s access, accessibility or acceptance, is significantly challenged or limited.

3.6. The ICRC engages with a more diverse range of stakeholders – including States, donors and investors, development actors and international financial institutions – to elicit principled donorship that supports an impartial and independent response, and to explore, test and secure innovative and sustainable humanitarian financing solutions that go beyond grants and philanthropy and ensure impact-driven investments.

STRATEGIC ORIENTATION 4

CREATING AN INCLUSIVE AND DIVERSE WORKING ENVIRONMENT

The greatest strengths and the most valuable assets of the ICRC and the Movement are their staff and volunteers. The ICRC’s global workforce provides the organization not only with essential skills and knowledge, but also with an unwavering commitment to its humanitarian mission and action.

ICRC staff demonstrate their courage and dedication every day. They often sacrifice their safety and comfort to fulfill the ICRC’s mission, very often in extremely challenging contexts. ICRC staff often have to deal with various aspects of the suffering caused by conflict and violence; and have to rely on their resilience and their internal reserves, and on institutional support networks, to maintain their well-being and motivation.

The ICRC is therefore committed to ensuring a safe and inclusive working environment in which the diversity of its global workforce is valued, and that enables ICRC staff members to listen to and connect with each other and with the people we strive to serve. This entails strengthening engagement, exchange and mutual respect amongst managers and staff to foster professional and personal development within the organization.

Objectives

4.1. The ICRC ensures that its staff can maintain a spirit of initiative and innovation and develop the technical skills and functional competencies required to translate its institutional ambitions and priorities into realities, by developing a People Strategy and roadmap with a focus on 1) ensuring a culture of decision-making and 2) developing competencies in the areas of:
  • integrity and accountability to populations affected
  • leadership and representing the ICRC
  • teamwork and collaboration
  • people and change management.

4.2. Engaged ICRC staff, leadership and governance share a culture of integrity, mutual respect and collaboration and foster the highest standards of conduct, including compliance with the Code of Conduct across all levels of the organization, with a focus on:
  • the inclusion of integrity in the annual objective-setting of senior leadership
  • the development and delivery of specific learning initiatives on integrity.

4.3. The ICRC implements policies and practices that are inclusive and that enable it to value and leverage the diversity of its global workforce and that of the Movement including ensuring the ICRC strives to reach its goal of gender parity (50:50) among its managers by 2024, through the necessary means and actions.

4.4. The ICRC ensures that its management teams include both resident and mobile staff, are diverse in expertise and gender, and are clear in authority, thereby ensuring a more efficient and decentralized decision-making culture that is supported by the relevant horizontal and vertical processes.

4.5. The ICRC, in line with its duty-of-care obligations, ensures that staff can safely and securely carry out their work by further developing its security and crisis management model and systems, and by mainstreaming security risk management practices and tools across all levels of the organization, as elaborated under objective 2.6.

STRATEGIC ORIENTATION 5

EMBRACING THE DIGITAL TRANSFORMATION

Digital technologies and artificial intelligence are transforming the way people and organizations function in both the physical and virtual worlds. Digitalization is also altering the way States, NSAGs and other actors interact with populations and protect or restrict fundamental rights, and also how
they manage security and conduct warfare. The global digital transformation is changing the nature of humanitarian action, particularly in relation to the digital dimensions of protection, trust and privacy-related issues. While we may not be able to predict where technological progress will lead us, we know that we must equip ourselves to understand its exponentially increasing impact on our environment, so that we can exploit the opportunities it offers and mitigate the risks it carries. The ICRC will transform and optimize its information environment; it will focus on digital accessibility and engagement with populations affected and other key stakeholders as critical elements to support its protection, assistance and prevention activities.

The digitalization of our systems and operational responses is not just a matter of tools or technological assets; it also relies on its privileges and immunities recognized under international and domestic law, the Fundamental Principles of the Movement and the ICRC’s standard working modalities, particularly confidentiality and security of information. It will also require new processes, new working methodologies and the delivery of new services with and for people and communities affected. It will affect the core of our organization and will entail major transformational investments that will last for years. This transformation and the necessary investments will need to be managed transversally and with discipline throughout the organization, and governed through strong, intelligent and consistent leadership. The ICRC will also have to provide specific support to staff members to ensure that we all understand how to use, leverage and manage the digital tools at our disposal to create a more impactful and agile humanitarian response.

Objectives

5.1. The ICRC increases digital opportunities for accessibility and engagement for people affected by conflict and violence and other stakeholders and audiences, including by developing a platform and associated internal processes to enable people affected to securely upload, store and access digital information relating to their needs, especially in connection with restoring and/or maintaining contact with relatives and other loved ones.

5.2. The ICRC establishes the relevant mechanisms to disaggregate the data it collects about populations affected, with a particular focus on ensuring that vulnerabilities specific to gender, age and disability can be identified, so that it can provide a more relevant humanitarian response.

5.3. The ICRC ensures that it can draw on the human and technical capacities necessary to generate, access, manage, analyse, and leverage the large amounts of internal and external data required to inform and support its response and to enable its digital transformation.

5.4. The ICRC is a trusted manager of personal information on individuals in insecure environments and therefore applies data-protection, and digital, cyber, and information security, standards that preserve the integrity, confidentiality and availability of information systems and data.

5.5. Within the humanitarian ecosystem, the ICRC influences other organizations to follow a humanitarian purpose-driven approach to the use of data concerning vulnerable individuals affected by crises, while emphasizing that the collection and use of data on individuals is a risk factor in their safety, i.e. it stresses the importance of ‘doing no digital harm’.

5.6. The ICRC ensures that the required transformational endeavours are systematically geared to sustaining, preserving and strengthening its core humanitarian competencies, and its natural operational and structural agility, by establishing change management and control mechanisms that guarantee continuous alignment between innovative investments, organizational development initiatives and its human, administrative, logistical and financial capacities.
HEADQUARTERS

ICRC organizational chart
ICRC Governing Bodies
Directorate
Executive Office of the Director-General
International Law, Policy and Humanitarian Diplomacy
Operations
People and Culture
Protection and Essential Services
Support and Digital Transformation
Mobilization, Movement and Partnerships
Investment budget
ICRC GOVERNING BODIES

Assembly
Assembly Council
Office of the President
Directorate
Oversight mechanisms

The governing bodies of the ICRC – comprising the Assembly, the Assembly Council, the Office of the President, the Directorate, Internal Audit, and the Data Protection Independent Control Commission – 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 approve the objectives and the budgets. They also monitor implementation by the Directorate of decisions taken by the Assembly or the Assembly Council, and are assisted in this task by the Audit Commission and the internal and external auditors.

ASSEMBLY

The Assembly is the supreme governing body of the ICRC and oversees all its activities. It defines general objectives and institutional strategy, adopts policy, approves the budget and accounts, and appoints the directors and the head of Internal Audit. Composed of between 15 and 25 co-opted ICRC members of Swiss nationality, the Assembly is collegial in character. The Assembly’s president and vice-president are the president and vice-president of the ICRC. The Assembly convenes six times a year in ordinary session and can decide to hold an extraordinary session at any time.

The Assembly has two standing commissions. The Recruitment and Remuneration Commission, which is made up of members of the Assembly, handles matters relating to the Assembly’s composition and submits proposals to the Assembly for the co-optation of new members. It meets four times a year in ordinary session and can decide to hold an extraordinary session at any time. The Audit Commission assists and advises the Assembly in its task of ultimate oversight of the ICRC. It 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, ensures that ICRC activities are conducted efficiently, reviews the reports of the external and internal auditors, and monitors the implementation of audit recommendations. It meets six times a year.

ASSEMBLY COUNCIL

The Assembly Council is a subsidiary body of the Assembly and comprises the president, the vice-president and three to five members elected by the Assembly. The Assembly Council oversees the ICRC’s functioning, ensuring that institutional risks and finances are properly managed and monitoring the development of key institutional projects. It facilitates the Assembly’s work by holding initial discussions of key topics and adopting budget extensions when needed. Its members are in regular contact with the members of the Directorate. The Assembly Council usually convenes on a monthly basis in ordinary session and can decide to hold an extraordinary session at any time.

OFFICE OF THE PRESIDENT

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

DIRECTORATE

The Directorate is the executive body of the ICRC. It is responsible for implementing and overseeing the Institutional Strategy and general objectives established by the Assembly and the Assembly Council. It is also responsible for managing ICRC staff and ensuring that the organization runs smoothly and efficiently. The members of the Directorate are appointed by the Assembly for four-year terms.

OVERSIGHT MECHANISMS

Data Protection Independent Control Commission

The Data Protection Independent Control Commission is composed of three to five members (three members of the Assembly and two data-protection experts from outside the ICRC, one of whom chairs the Commission) and is responsible for checking, independently of other ICRC bodies and the administration, that the ICRC processes personal data in compliance with its Rules on Personal Data Protection and other applicable regulations. The Commission is also tasked with ruling on the rights of individuals when their cases or other data-protection cases are referred to it.

Audit Commission

See above.

Internal Audit

Internal Audit helps the ICRC to accomplish its objectives, using a systematic and 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 Audit Commission, and issues 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. The external audit has been carried out by KPMG since 2021.
The Directorate is the executive body of the ICRC. It is responsible for implementing and overseeing the Institutional Strategy and general objectives established by the Assembly and the Assembly Council. It is also responsible for managing ICRC staff and ensuring that the organization runs smoothly and efficiently.

The Directorate is composed of the director-general and the directors of the ICRC’s six departments: International Law, Policy and Humanitarian Diplomacy; Mobilization, Movement and Partnerships; Operations; Protection and Essential Services; Support and Digital Transformation; and People and Culture. The members of the Directorate are appointed by the Assembly for four-year terms. The current Directorate took office on 1 July 2022.

The Directorate reflects the structural changes in the ICRC’s organizational set-up that were approved by the Assembly in August 2021 and took effect in July 2022.

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<th>PREVIOUS STRUCTURE</th>
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The new structure has been optimized to enhance the ICRC’s work with and for people affected by armed conflict and other situations of violence, propel the organization into the future, and ensure that it remains relevant to people’s needs and priorities in a fast-changing humanitarian landscape.

Specifically, it aims to ensure an enabling environment for the ICRC’s collective efforts to:

- maintain a strong implementing capacity and advance its multi-year response capacity;
- focus more deliberately on sustainable protection and assistance outcomes, and better protect people through law, policy and operations;
- implement ongoing and future transformations, such as the digital transformation; improve and simplify existing processes and offer relevant new services to communities;
- better connect with increasingly diverse stakeholders, strengthen its ability to co-create responses with the Movement and other actors, and expand its funding base and attain financial sustainability;
- nurture a diverse and inclusive workforce; and
- enhance organizational synergy and decision-making.
The Directorate monitors implementation of the Institutional Strategy and reviews organizational performance against the following strategic objectives.

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<td><strong>OBJECTIVE 3.1</strong></td>
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<td><strong>OBJECTIVE 5.1</strong></td>
</tr>
<tr>
<td>Strengthening the ICRC’s role as the reference organization on IHL</td>
<td>Adapt working procedures to ensure the relevance and sustainability of the humanitarian response</td>
<td>An inclusive Movement response</td>
<td>Collaboration, competencies and wellbeing</td>
<td>Digital opportunities for accessibility and engagement</td>
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<tr>
<td><strong>OBJECTIVE 1.2</strong></td>
<td><strong>OBJECTIVE 2.2</strong></td>
<td><strong>OBJECTIVE 3.2</strong></td>
<td><strong>OBJECTIVE 4.2</strong></td>
<td><strong>OBJECTIVE 5.2</strong></td>
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<tr>
<td>Collection and use of evidence, data and research</td>
<td>Strengthen the resilience of affected people</td>
<td>National Society Development</td>
<td>Culture of integrity</td>
<td>Mechanisms for disaggregated data</td>
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<tr>
<td><strong>OBJECTIVE 1.3</strong></td>
<td><strong>OBJECTIVE 2.3</strong></td>
<td><strong>OBJECTIVE 3.3</strong></td>
<td><strong>OBJECTIVE 4.3</strong></td>
<td><strong>OBJECTIVE 5.3</strong></td>
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<tr>
<td>Deliver concrete protection outcomes</td>
<td>Inclusive assistance and protection responses</td>
<td>Shaping the debate on issues of relevance</td>
<td>Inclusive policies and practices</td>
<td>Capacities to generate and utilize data</td>
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<td><strong>OBJECTIVE 1.4</strong></td>
<td><strong>OBJECTIVE 2.4</strong></td>
<td><strong>OBJECTIVE 3.4</strong></td>
<td><strong>OBJECTIVE 4.4</strong></td>
<td><strong>OBJECTIVE 5.4</strong></td>
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<tr>
<td>Improve the safety and security of people affected</td>
<td>Ability to absorb the combined consequences of climate and conflict</td>
<td>Partnering for enhanced response to needs</td>
<td>Diversity in management teams</td>
<td>Responsible manager of personal data</td>
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<tr>
<td><strong>OBJECTIVE 1.5</strong></td>
<td><strong>OBJECTIVE 2.5</strong></td>
<td><strong>OBJECTIVE 3.5</strong></td>
<td><strong>OBJECTIVE 4.5</strong></td>
<td><strong>OBJECTIVE 5.5</strong></td>
</tr>
<tr>
<td>Transformation of the Central Tracing Agency</td>
<td>Respond to emergencies and address needs created by the breakdown of systems</td>
<td>Diverse models of partnership for broader and safer access</td>
<td>Diverse policies and practices</td>
<td>Influencing others on the use of personal data in humanitarian action</td>
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<tr>
<td><strong>OBJECTIVE 1.6</strong></td>
<td><strong>OBJECTIVE 2.6</strong></td>
<td><strong>OBJECTIVE 3.6</strong></td>
<td><strong>OBJECTIVE 4.6</strong></td>
<td><strong>OBJECTIVE 5.6</strong></td>
</tr>
<tr>
<td></td>
<td>Ability to operate in the most hazardous environments</td>
<td>Engage with a more diverse range of stakeholders</td>
<td></td>
<td>Optimized and well-managed transformation</td>
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ICRC departments and their links to the Institutional Strategy

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<td>Provide expertise</td>
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Outcomes for people affected by conflict and violence
To enhance its performance, build its resilience, and bolster prospective challenges, both internal and external. It will work to anticipate, manage and learn from contemporary and that it continues to be fit for the future, the ICRC will strive with the Roadmap’s key areas of focus, and to help ascertain Strategy Implementation Roadmap, rolled out in 2021. In line with the Roadmap’s key areas of focus, and to help ascertain that it continues to be fit for the future, the ICRC will strive to anticipate, manage and learn from contemporary and prospective challenges, both internal and external. It will work to enhance its performance, build its resilience, and bolster its capacities to carry out transformational processes, such as organizational development, climate-risk mitigation and adaptation, digitalization and innovation.

As the ICRC seeks to respond to humanitarian crises of ever greater scale and complexity, it will pursue people-centric, outcome-oriented changes in its systems and processes in order to safeguard the continuity, relevance and sustainability of its activities to protect and assist people affected by conflict and other violence. These changes are aimed at helping to heighten institutional flexibility and agility in the face of evolving needs, opportunities and constraints; facilitate stronger collaboration, complementarity and accountability throughout the organization and in connection with initiatives undertaken with partners, such as other Movement components, development actors and private-sector representatives; and optimize resources so as to maximize the ICRC’s added value and impact over the immediate and the longer term.

The ICRC will seek to bolster and diversify its funding base, in view of the adverse effects of global political and financial uncertainty on humanitarian funding streams. In line with its culture of integrity, it will continue to reinforce measures to uphold trust and accountability in the organization and its ways of working.

**MAIN PRIORITIES FOR 2023**

The Executive Office of the Director-General will steer the organization and chair the Directorate as the Institutional Strategy enters its fifth year of implementation, paying particular regard to the areas of focus set out in the Roadmap. The office will spearhead the strategic management of the ICRC, drive efficient and effective institutional performance, lead organizational development and transformation, guide the ICRC’s engagements with key stakeholders – including donors, partners, and people affected by conflict and other violence – and promote ethical and principled decision-making.

The office will collaborate with other departments at headquarters on activities to accelerate the ICRC’s progress in such areas as risk management; innovation and strategic foresight; partnerships for sustainable humanitarian impact, within and beyond the Movement; and data protection. It will maintain support to long-term initiatives pertinent to implementing the Institutional Strategy and ensuring that the ICRC continues to be fit for purpose, notably those involving units under its responsibility. Among these units are the Data Protection Office, the Ethics, Risk and Compliance Office, the Evaluation Office, Innovation, and the Office of Corporate Legal Affairs.

All the measures mentioned above will be geared towards advancing critical aspects of the design and delivery of the ICRC’s humanitarian response, while upholding business continuity and optimizing resources.

In 2023, the office will concentrate on the priorities set out below.

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**CONTEXT AND KEY CHALLENGES**

The ICRC works in a range of fragmented and unpredictable contexts for people affected by armed conflict and other situations of violence, who have multi-layered humanitarian needs that no single actor can address. Those needs are exacerbated by recurrent natural disasters, the effects of the climate crisis, and outbreaks of diseases such as COVID–19, whose public–health and socio–economic consequences persist. This situation is also compounded by rapid shifts in the technological landscape, which influence the course of situations of violence and create additional risks for the people affected, especially regarding data protection and cybersecurity. All these factors underscore the need for the ICRC to strengthen its efforts to ensure the delivery of relevant and sustainable humanitarian outcomes in the years to come.

To this end, the ICRC will remain guided by the Institutional Strategy 2019–2024. Greater clarity and support for the Institutional Strategy’s implementation is provided by the Strategy Implementation Roadmap, rolled out in 2021. In line with the Roadmap’s key areas of focus, and to help ascertain that it continues to be fit for the future, the ICRC will strive to anticipate, manage and learn from contemporary and prospective challenges, both internal and external. It will work to enhance its performance, build its resilience, and bolster its capacities to carry out transformational processes, such as organizational development, climate-risk mitigation and adaptation, digitalization and innovation.

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All the measures mentioned above will be geared towards advancing critical aspects of the design and delivery of the ICRC’s humanitarian response, while upholding business continuity and optimizing resources.

In 2023, the office will concentrate on the priorities set out below.
Strengthening the ICRC’s performance

The office will, in support to the Directorate, continue to coordinate monitoring of activities to implement the Institutional Strategy, in accordance with the Roadmap. It will also continue to enhance monitoring of the institution’s overall performance, conducting regular reviews and evidence-based analyses of data linked to performance scope and drivers, with specific emphasis on the results achieved. On the basis of the lessons drawn from such monitoring, and in collaboration with the Office of the President, ICRC staff members and key external stakeholders, the office will facilitate the development of the next Institutional Strategy.

To hone planning and implementation efficiency throughout the ICRC, the office will work to streamline systems by using an enterprise-architecture approach to design the interrelationships between people, processes and tools. It will help facilitate synergistic organizational development and change management – for example, in relation to the development of an institutional global shared services model (see Support and Digital Transformation) – in accordance with organizational design guidelines intended to promote structural consistency and coherence across the institution. These guidelines grew out of insights gained from a 2019 organizational review that set out recommendations to ensure the ICRC’s ability to implement the current Institutional Strategy.

The office will helm efforts to mainstream sustainability in the ICRC’s policies and practices. It will provide guidance for limiting the impact of the climate crisis and environmental degradation on people affected by conflict and other violence (see Operations) and reducing the ICRC’s carbon footprint. It will strengthen its support to delegations’ efforts towards these ends, enabling them, for example, to boost energy efficiency – including through the use of renewable energy – and improve waste-management practices.

The Enterprise Project Management Office will contribute to improving performance by enabling holistic project and portfolio management at headquarters and in the field, driving project management practices and culture, and supervising high-impact institutional projects – for instance, those that involve strategic organizational transformations.

The Evaluation Office will promote evidence-based decision-making and humanitarian action, notably to further the outcome-based approach programme (see Operations). To cultivate more effective and systematic learning across key areas of the ICRC’s work, it will reinforce capacities and embed practices pertinent to evaluation at different levels of the institution.

Improving efficiency through value-driven behaviour

In keeping with the ICRC’s principles, values and commitments, the office will drive progress towards a robust culture of integrity at all levels of the organization (see below and People and Culture) and continue to support the work of the Global Independent Board of Appeal.

Operating in a neutral, confidential and informal manner, the Ombuds Office will continue to advise staff on workplace issues and disputes and help foster respect and trust in the organization. It will bolster its capacities to remain accessible to staff in person or via online platforms.

Building organizational resilience

So that the ICRC can adapt effectively to recurring and emergent challenges whenever these occur, the office will endeavour to shore up institutional structures and systems linked to crisis, risk, and business-continuity management. This will entail establishing the appropriate architecture in connection with the roles and responsibilities of various units and functions in organizational resilience. Moreover, the office will oversee cross-cutting efforts in such vital areas as staffing, crisis preparedness and response, and cybersecurity (see Operations, People and Culture, Protection and Essential Services, and Support and Digital Transformation).

The Data Protection Office will continue to pursue the integration of data-protection principles and mechanisms in the design of ICRC operations, and work to secure the ICRC’s position as a trusted manager of personal data and provider of digital humanitarian services. It will provide training and other means to enable staff to uphold the ICRC’s data-protection rules in their day-to-day work. It will help implement the recommendations that it developed following the 2021 cyber attack on the computer servers of the ICRC’s Central Tracing Agency (see Protection and Essential Services). It will pursue or support engagements with academic and industry partners, regional and national authorities, and other key external stakeholders to advocate for the protection and responsible sharing of humanitarian data. At their request, National Societies will be advised on how to mainstream data protection into their programmes.

The Ethics, Risks and Compliance Office will continue to help build a more systematic and data-driven approach to risk management – notably for strategic risks that potentially threaten the ICRC’s fundamental ability to deliver on its mandate and mission or its strategic orientations. It will focus, inter alia, on maturing the ICRC’s risk management, including in connection with environmental and climate-related risks; reinforcing a global network of risk and assurance experts, where relevant; and providing appropriate guidance, tools and communication while integrating internal control and assurance activities.

To heighten awareness of the Code of Conduct, uphold a culture of integrity and promote behavioural ethics, the Ethics, Risk and Compliance Office will continue leading various training and other initiatives for staff. To foster accountability towards people affected by conflict and other violence and towards staff, it will conduct independent investigations of reported allegations of misconduct and enhance its capacity to complete such investigations promptly and efficiently. It will remain transparent about the outcomes of its investigations while abiding by the principles of confidentiality, due process, and protection against retaliation.

The Office of Corporate Legal Affairs will continue to advise internal stakeholders on legal matters. It will work on reinforcing the corporate legal function across the organization, notably in terms of monitoring compliance...
with applicable laws and managing legal risks, by streamlining its processes and adopting pertinent tools.

- **Strengthening the ICRC’s global engagement and partnerships within and beyond the humanitarian sector**

  The office will promote partnerships to strengthen sustainable humanitarian impact. It will back the ICRC’s strategic partnership efforts to engage with current or new stakeholders – including Movement components, development actors and private-sector representatives – and help bolster internal systems that foster partnerships, such as for multi-year projects involving multiple partners. It will support organizational endeavours to diversify the ICRC’s funding streams, for example by exploring innovative resource mobilization mechanisms and models, while maintaining the trust of long-standing donors. It will help shape the ICRC’s relations with Movement partners so as to strengthen the Movement’s overall humanitarian impact, including beyond conflict and other violence, especially in view of the adoption of Seville Agreement 2.0 in 2022 (see *Mobilization, Movement and Partnerships*).

  The director-general and key office staff will contribute to the ICRC’s humanitarian diplomacy efforts, engaging with representatives of states, UN agencies and other entities, so as to help the ICRC influence developments in the international humanitarian landscape and promote a principled and people-centred approach to humanitarian action (see *International Law, Policy and Humanitarian Diplomacy*).

- **Enabling organizational innovation and strategic foresight**

  The office will continue facilitating and accelerating innovation and participatory strategic foresight across the organization by building people’s capacities through training and experiential learning, ensuring access to relevant tools and methods, and encouraging collaboration across teams and departments. It will promote and strengthen foresight orientations and apply a strategic portfolio management approach based on the Institutional Strategy. These measures will enhance the programmatic impact and agility of the ICRC’s operational response over the long term; the portfolio includes projects related to such themes as modern and future warfare, urban pressures, and the climate crisis and conflict.

  To contribute to the ICRC’s foresight efforts and allow it to better prepare for potential risks and crises (see also above), the office will seek to consolidate the institution’s approach to scanning and analysing global developments in connection with field realities, and to leverage open-source information methodologies and frameworks for decision-making.

  The office will aim to foster a culture of responsible and ethical partnership with influential parties – such as government agencies, academic institutions, and private technology companies – in sharing knowledge, experience and tools related to digitalization and digital technologies. It will lead the institution’s “techplomacy” efforts, working with ICRC legal experts and communication teams to define and promote the ICRC’s positions on digital issues of humanitarian concern (see *International Law, Policy and Humanitarian Diplomacy* and *Mobilization, Movement and Partnerships*).
INTERNATIONAL LAW, POLICY AND HUMANITARIAN DIPLOMACY

The Department of International Law, Policy and Humanitarian Diplomacy works to promote, clarify and develop IHL and other relevant bodies of law that protect people in armed conflict and other situations of violence, to ensure that the ICRC remains the reference organization on such bodies of law. The department leads the design of the ICRC’s influencing strategies and steers the strategic development of its policy and humanitarian diplomacy. Its expert services work for the inclusion of and respect for IHL and other pertinent norms in relevant structures and systems; they also provide analyses of humanitarian action, and conflict and legal trends, to complement ongoing policy debates. The department fosters acceptance for the ICRC’s humanitarian action and the principles and policies that guide its work among the global community.

CONTEXT AND KEY CHALLENGES

Several issues relating to the way in which armed conflicts are being fought worldwide require agile legal and policy action by the ICRC. Based on the ICRC’s legal reading, around 100 armed conflicts are being fought globally, to which around 60 states and more than 100 non-state armed groups are parties; several hundreds more armed groups are involved in other situations of violence (see Operations). Not only has the number of conflicts legally classified as non-international grown over the years, many have become increasingly protracted. This is partly owing to the steady multiplication or fragmentation of non-state participants and to partnered warfare becoming more commonplace. In many instances, responsibility for respecting IHL is being diluted, with devastating humanitarian consequences. While the battleground continues to shift to urban and densely populated areas, the parties involved have generally not adapted their means and methods of warfare accordingly and use heavy explosive weapons with wide-area effects. There is a need to reinforce the applicability of IHL and alleviate human suffering – one of the key strategic orientations of the ICRC’s Institutional Strategy 2019–2024.

The department will continue to provide states with legal and technical guidance for ratifying or acceding to IHL-related treaties and other relevant legal instruments, with a view to advancing their universality. It will help states, national IHL committees and other stakeholders ensure the domestic implementation of IHL and fulfil their treaty obligations. It will also work with states and Movement partners to carry out – at the legislative, policy, practical and administrative levels – the commitments made at the 33rd International Conference, making concrete recommendations to that end.

Main priorities for 2023

Bringing humanitarian considerations into key policy debates remains a challenge. The global political landscape is now more fragmented and polarized, while the humanitarian diplomacy and policy environment is growing more diverse in terms of both participants and topics. Debates on humanitarian issues are increasingly taking place online, but misinformation and disinformation in the digital space foment misunderstanding of IHL and principled humanitarian action; this poses risks to the ICRC’s reputation, perception and operational security, in turn affecting its ability to deliver on its mandate. The militarization of artificial intelligence, machine learning and digital technologies continues to gather momentum, which risks significantly accelerating the speed of warfare, challenges the pertinence of existing IHL rules in the digital age – particularly with regard to cyber warfare – and raises the need to either clarify the use of such technologies or develop new rules to ensure the protection of civilians and other people who are not or no longer taking a direct part in the hostilities on tomorrow’s battlefields.

The department’s priorities in 2023 are set out below.

- Reaffirming and demonstrating the relevance and added value of IHL and supporting its implementation

The department will continue to provide states with legal and technical guidance for ratifying or acceding to IHL-related treaties and other relevant legal instruments, with a view to advancing their universality. It will help states, national IHL committees and other stakeholders ensure the domestic implementation of IHL and fulfil their treaty obligations. It will also work with states and Movement partners to carry out – at the legislative, policy, practical and administrative levels – the commitments made at the 33rd International Conference, making concrete recommendations to that end.

- Domestic implementation of IHL treaties continues to fall short, owing in part to a lack of understanding or recognition of the relevance and added value of the law. IHL treaties that address contemporary humanitarian challenges exist, but their ratification is far from universal. States are tightening existing counter-terrorism measures and sanctions, and introducing new ones, while the discourse on counter-terrorism tends to dehumanize those deemed as threats and, by extension, their families. This has narrowed the space in which humanitarian organizations can operate and uphold humanitarian principles.

- The department will continue to lead efforts to promote, clarify and develop IHL, with a view to fostering greater understanding of and adherence to that body of law. It will draw on the ICRC’s field experience, contextual understanding, legal and technical expertise, and diplomatic network to influence negotiations, policies and behaviour, and thereby prevent violations of IHL and alleviate human suffering – one of the key strategic orientations of the ICRC’s Institutional Strategy 2019–2024.

- The department will also work to enhance understanding of and support for principled humanitarian action, to help ensure that the ICRC is able to deliver on its mandate. In order to strengthen the ICRC’s ability to influence discussions and decisions in this regard, the department will steer institutional efforts and pursue transversal strategies to deepen the ICRC’s engagement with a broader range of stakeholders. It will reinforce the ICRC’s capability to engage others on cross-cutting themes that have a bearing on humanitarian issues, while continuing to cultivate its expertise in areas under its purview.
The department will work to address gaps in IHL, and spearhead initiatives aimed at strengthening, clarifying and developing the law. To this end, it will maintain or update key IHL-related texts and databases, such as the Commentary on the Fourth Geneva Convention and the customary IHL database. It will also conduct research into the interpretation and implementation of IHL – for instance, in relation to its applicability to cyber warfare and military operations in outer space – and share the ICRC’s views on these matters with state representatives and other decision-makers.

In order to strengthen the ICRC’s capacity to enhance understanding of IHL, and thereby respect for it, among a wide range of stakeholders and the general public, the department will continue to develop its expertise in IHL and the law’s points of convergence with cultural or religious frameworks, and to engage influential parties on the topic. Its Archives and Library Unit will facilitate the digitization of the ICRC’s archival and library collections, with a view to expanding public access to historical information on humanitarian action and reinforcing the ICRC’s role as the reference organization on IHL.

**Steering the ICRC’s humanitarian diplomacy and influencing legal and policy debates**

The department will seek to deepen the ICRC’s engagement with a wider range of stakeholders, including development agencies, business entities and financial institutions whose activities influence the humanitarian situation in conflict-affected or insecure contexts, to highlight humanitarian imperatives and IHL in legal and policy debates. It will use various platforms for that purpose: bilateral discussions; multilateral forums; policy briefs; publications; multimedia and digital tools; IHL training opportunities; evidence-based, multidisciplinary research initiatives; and events organized or attended by the ICRC. It will continue to transition from on-site to online events, whenever appropriate, to expand the geographic reach of its key messages. Various ICRC-led publications, such as the *International Review of the Red Cross* and the Humanitarian Law and Policy blog, and their large expert audience, will remain important tools for cultivating reflection and discussions on current and emerging IHL issues, building on the ICRC’s engagement with stakeholders and widening its diplomatic reach.

The department will seek to shape discussions about the humanitarian, legal, ethical and military implications of new technological developments on the means and methods of warfare; the use of explosive weapons in densely populated areas; and nuclear weapons. Where applicable, it will promote the development of new legal norms, such as on restricting the use of autonomous weapons systems, and adherence to existing international legal instruments. It will continue to share its expert advice on the legal and policy implications of counter-terrorism measures with states and multilateral entities, raising their awareness of the critical need to respect IHL and its protective role in relation to people affected by counter-terrorism measures and to safeguard principled humanitarian action to counter dehumanizing stances (see also Protection and Essential Services).

The department will continue to mobilize the ICRC’s diplomatic efforts to secure support for its work in behalf of conflict-affected people, including by drawing attention to vulnerabilities exacerbated by the climate crisis, food insecurity and COVID-19. In so doing, it will take advantage of the current momentum around topics that dominate the global policy agenda to push the humanitarian perspective.

**Bolstering the ICRC’s capacity to persuade influential players to promote and ensure adherence to IHL**

In order to enhance respect for IHL, other applicable norms and principled humanitarian action, the department will continue to strengthen and adapt the ICRC’s strategies for engaging pertinent stakeholders and explore more effective ways of doing so. Where appropriate, it will harness digital means to pursue the organization’s dialogue with influential players and achieve its diplomatic objectives. It will seek to secure a space for the ICRC in new forums convened by influential players, while maintaining the organization’s regular presence in traditional policy and diplomatic processes. It will also continue to reflect on misinformation and disinformation in an increasingly digitalized world, in order to influence the narrative on IHL and ensure greater understanding of that body of law. It will seek greater cooperation with Movement partners in advocating the humanitarian perspective in various settings.

The Department of International Law, Policy and Humanitarian Diplomacy will back efforts by the Department of Operations and the Department of Protection and Essential Services to influence the behaviour of parties to conflicts and strengthen protection for civilians, such as by providing them with legal advice and policy guidance. It will continue to develop its analysis of the battlefields of the future, which could increasingly feature multi-domain warfare and partnered military operations, in order to strengthen the ICRC’s ability to foster respect for IHL among the relevant parties.

The department will ensure that findings from cross-departmental projects (such as the *Roots of Restraint in War* study) are fed into ICRC decision-making and influencing strategies and will incorporate good practices in behavioural science into its operations. Recent projects include research about men’s views on sexual violence in the Central African Republic and South Sudan, and analysis of the quality of the ICRC’s dialogue with non-state armed groups in various settings. Amid growing threats posed by cyber warfare, the department will continue to promote the findings of its report on developing a possible “digital emblem” to signal the protection of medical services and identify Movement components in the information and communication technology environment. It will begin a new research workstream on sustainable humanitarian impact, assessing the benefits and disadvantages of supporting social safety nets for conflict-affected people living in non-government-controlled areas. It will also conduct a study on working with National Society volunteers to collect data for research purposes, with a view to establishing common standards within the Movement.
Providing ICRC delegations and headquarters with relevant and timely legal expertise and guidance

The department will continue to provide delegations and other departments at headquarters with legal support and expert advice on specific topics in support of the ICRC’s operational and institutional activities. Its guidance will cover, among other topics, how best to deal with legal proceedings or public enquiries related to the ICRC’s privileges and immunities, how to limit the risk of disclosure of confidential ICRC information, including in new partnership agreements, and how to ensure adequate safeguards for the ICRC’s growing use of digital records. More broadly, the department will develop the ICRC’s understanding of the digital threats facing humanitarian organizations, in line with the 2022 Council of Delegates resolution on safeguarding humanitarian data.
intricate webs of alliances, support and other relationships. In many areas, the hostilities involve multiple parties with partners to sustain its ability to respond to wide-ranging needs. Delivering the ICRC’s operations have increased, prompting further risk of destabilization. At the same time, the costs of especially prone to climate change, the most vulnerable on the ICRC’s operations. In places affected by conflict and other situations of violence. The intersecting crises mentioned above add to the complexity existing vulnerabilities and socio-economic inequalities. Millions of people around the world suffer from the effects that continue to generate immense humanitarian needs. To further neglect of various protracted large-scale crises that continue to generate immense humanitarian needs. The ICRC operates in an environment beset by major challenges, in which people affected by armed conflict and other situations of violence face devastating humanitarian consequences. Often, the conflicts remain unresolved and intense hostilities persist. Renewed geopolitical polarization is aggravating previously dormant conflicts or leading to further neglect of various protracted large-scale crises. The ICRC estimates that there are over 520 armed groups of humanitarian importance operating in settings where it works, and that approximately 175 million people live in territories over which those groups exercise some degree of intermittent or permanent control. It has contact with some 350 of those groups and engages in dialogue to raise its concerns based on IHL and/or humanitarian principles with over 240 of them.

In this complex environment, a people-centric approach to neutral, impartial and independent humanitarian action remains essential to ensuring that humanitarian needs are met in a relevant, sustainable and timely manner. The effective delivery of comprehensive humanitarian operations requires strengthened engagement with violence-affected people and an enhanced capacity to respond efficiently to emergencies and provide pathways to self-sufficiency for communities affected by prolonged crises.

In certain contexts where the ICRC works, the complex intersection of conflict, poverty and criminality pose particular security challenges to field staff and their work, and is expected to continue to characterize the ICRC’s operating environment in 2023. It remains crucial to ensure that ICRC and other humanitarian workers can operate safely in these volatile situations.

The Department of Operations oversees the delivery of ICRC activities in more than 100 countries around the world. It leads the global analysis of key trends and events, and steers the conception, planning and budgeting of emergency responses, multi-year projects carried out within multi-stakeholder partnerships and other activities within the ICRC’s broad palette of services. It makes sure that adequate resources are allocated to field operations in accordance with humanitarian needs as they arise and in line with the ICRC’s priorities and capacity. It ensures effective collaboration across the organization to achieve sustainable outcomes for people affected by conflict and other situations of violence.

The Department of Operations will continue to spearhead the ICRC’s delivery of an effective, relevant and lasting humanitarian impact for people affected by conflict or other violence, working closely with the Department of Protection and Essential Services (see Protection and Essential Services). In line with the Institutional Strategy 2019–2024, it will focus on ensuring that the ICRC is equipped to deliver neutral, impartial and independent humanitarian action that is tailored to the distinct needs, context-specific vulnerabilities and capacities of the people concerned, supportive of their agency to design and implement their own solutions and inclusive of their input and feedback.

The intersecting crises mentioned above add to the complexity of meeting humanitarian needs and have a twofold impact on the ICRC’s operations. In places affected by conflict and especially prone to climate change, the most vulnerable populations are becoming more destitute, and societies are at further risk of destabilization. At the same time, the costs of delivering the ICRC’s operations have increased, prompting the organization to adapt, evolve, transform and engage with partners to sustain its ability to respond to wide-ranging needs. In many areas, the hostilities involve multiple parties with intricate webs of alliances, support and other relationships that can diffuse responsibilities for ensuring respect for IHL. Engaging with parties to hostilities, including non-state armed groups, remains crucial in order to promote protection for civilians, foster respect for IHL and humanitarian principles, and facilitate the ICRC’s humanitarian work.

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The department will lead initiatives to adapt the organization’s operating model, systems and programming and thereby enhance the delivery of sustainable humanitarian outcomes across the ICRC’s operations, working closely with other ICRC departments in this regard. It will continue to support delegation efforts to ensure greater respect for IHL by parties to conflict and to implement multidisciplinary activities that take into account climate risks faced by communities. In order to heighten the organization’s humanitarian impact, the department will oversee the development of a portfolio of multi-year projects that will be delivered in partnership with multiple stakeholders, in favour of communities affected by protracted conflict.

The department will continue to work with the Department of People and Culture to maintain a diverse workforce, ensure an
inclusion working environment and address staffing challenges. It will continue to strengthen the application of security and crisis management practices so that staff members can carry out their work safely. Working methods and approaches will be adapted, as needed, to this end and to ensure operational continuity.

The department’s main priorities in 2023 are set out below.

- **Ensuring the delivery of coherent and relevant ICRC operations within and across regions**
  The Department of Operations will continue to oversee the daily delivery of global humanitarian operations, including crisis response and coordination of ICRC activities worldwide, primarily through multidisciplinary teams that support the work of ICRC delegations and missions in five geographical regions. Delegations and missions will continue to receive support and guidance, ensuring that their activities are aligned with the Institutional Strategy and cross-cutting or strategic priorities within a region. The department will focus on helping delegations strengthen their capacities to ensure staff security and crisis management, engage in dialogue with non-state armed groups with a view to also preserving humanitarian access, and accelerate the integration of people-centric and outcome-based approaches, and of climate-risk considerations into ICRC operations (see below). It will also help them address key challenges in the implementation of their activities and adapt to changes arising in the operating environment, including those linked to global events, such as disruptions to international supply lines.

  Working with the Department of International Law, Policy and Humanitarian Diplomacy, the Department of Protection and Essential Services, and the Department of Mobilization, Movement and Partnerships, the Department of Operations will also contribute to global debates, policies and standards related to humanitarian action and other areas of ICRC expertise.

- **Building sustainable humanitarian impact with conflict-affected people**
  The department will work to ensure that humanitarian operations remain focused on delivering sustainable outcomes for people affected by conflict and other violence. It will consolidate and reinforce the ICRC’s efforts to ensure the meaningful participation of conflict-affected people in all phases of the ICRC programme cycle, paying particular attention to the inclusion of individuals and groups that are most at risk of being marginalized. It will continue to provide delegations and units with support for strengthening inclusive programming across the ICRC’s operations, in line with implementing the recommendations from an external assessment completed in 2021, on this subject, and the second phase of the ICRC’s Vision 2030 on Disability. For example, staff members will continue to receive training for designing responses that consider how various diversity factors and the social power dynamics within a context may impede people’s access to ICRC services, and on the importance of collecting and using data to inform and adapt ICRC programmes (see Protection and Essential Services). Together with the Department of Protection and Essential Services and the Department of Mobilization, Movement and Partnerships, the Department of Operations will bolster its efforts to deploy tools for community participation, particularly mechanisms enabling people to share feedback on the ICRC’s services or report instances of misconduct, sexual exploitation or abuse by ICRC staff. It will also seek to promote a coherent approach within the Movement to strengthen engagement with, and accountability to, conflict-affected communities (see Mobilization, Movement and Partnerships).

  Through the outcome-based approach programme, the department will work with selected delegations to create and test prototypes of the tools, systems and practices that will form part of a new outcome-based delivery framework. The overall aim of the programme, which was housed until June 2022 under the Executive Office of the Director-General, is to ensure that the organization has the systems and practices in place to support the participation of people affected in the design and delivery of the ICRC’s responses to their needs, and to assess the impact and sustainability of its humanitarian action. The department will provide specific guidance to delegations for developing and implementing outcome-oriented multidisciplinary activities and theories of change in this regard.

  The department will lead the integration of climate-adaptation strategies into ICRC operations, with a view to helping conflict-affected people deal with the impacts of, or strengthen their resilience to, mounting climate risks, while reducing the carbon footprint of delegations (see Executive Office of the Director-General). It will do so in line with the ICRC’s commitments to the Climate and Environment Charter for Humanitarian Organizations, and by working with the Red Cross and Red Crescent Climate Centre and other ICRC departments (see International Law, Policy and Humanitarian Diplomacy and Protection and Essential Services). For instance, together with the Department of Protection and Essential Services, it will work with technical experts from the climate centre to design and carry out responses addressing the needs of climate-sensitive programming and scale their implementation across delegations. It will also help shape the debate on the links between climate and conflict.

- **Streamlining the ICRC’s long-term responses to protracted crises**
  The Department of Operations, together with the Department of Mobilization, Movement and Partnerships, will establish and implement procedures and systems for planning, implementing, funding and monitoring multi-year projects carried out with multiple partners in the field, with the aim of streamlining the ICRC’s approaches to carrying out long-term humanitarian responses for people affected by prolonged conflict. The department will form a dedicated board for building and overseeing a balanced portfolio of such projects, and coordinating and making decisions on the project selection and development
process, with a view to ensuring their alignment with institutional priorities and ambitions. It will also promote coordination among other ICRC departments and external partners, to ensure smooth workflows throughout the project lifecycle.

**Reinforcing staff competencies and security**

The Department of Operations will continue to work with the Department of People and Culture to build and maintain a diverse pool of staff members that will enable the ICRC to reach various groups of people, expand its expertise and incorporate different perspectives into its response (see People and Culture). The two departments will work to sustain sufficient staffing levels in all delegations through better talent management and regional workforce planning strategies, and to help staff adapt to changes in their ways of working.

To continue strengthening the ICRC’s ability to operate in volatile and hazardous environments, the department will train and support staff as they roll out a new security platform and apply the organization’s security management system and methodology, together with its risk and crisis management frameworks. It will improve its security-related policies and guidelines by ensuring that they encompass recommendations, best practices and lessons learnt. Tools and data analysis on incidents and trends will be further developed to help staff manage risks and enhance security. The department will maintain its capacity to mobilize skilled staff members in response to security incidents or increased humanitarian needs, notably through the rapid deployment mechanism and pools of crisis-response experts. Information-sharing, training sessions and briefings on security-related matters will also be organized with Movement and other operational partners.

**Engaging with influential actors to safeguard humanitarian access and respect for IHL**

The department will endeavour to continue leveraging existing relationships between parties to conflicts and those supporting them, in order to strengthen respect for IHL. It will engage with states, international organizations and non-state actors, and increase its support to help delegations to do the same, so as to raise awareness of the risks and opportunities involved in support relationships, prompt parties to conflicts to comply with IHL, and position the ICRC as the reference organization on this topic. The department will help delegations design and implement specific action plans to this end, and work with them to compile and publish decontextualized best practices and recommendations for ensuring IHL compliance through support relationships. In collaboration with other relevant departments, it will chart the way forward for ensuring continued engagement with stakeholders in such relationships.

The department will further develop tools and training programmes to help delegations reinforce their analyses of and dialogue with non-state armed groups, with a view to fostering respect for IHL, securing access to people in need and the safe delivery of humanitarian assistance and protection activities, and ensuring staff security.
PEOPLE AND CULTURE

The Department of People and Culture ensures the growth of a competent, diverse and inclusive workforce to meet the ICRC’s operational needs worldwide and to allow for its sustainability. It drives the development of ICRC staff and strives to protect their mental and physical health. It also leads efforts to improve the workplace culture and provide an enabling environment that fosters strong people management across the organization. The department establishes and maintains the infrastructure and landscape needed for strategic and operational human resource management, acting as the conduit through which the ICRC can realize its People Strategy 2020–2025, and ensures that policies, tools and practices remain relevant for a global workforce working in an increasingly digital environment.

CONTEXT AND KEY CHALLENGES

The ICRC works in dynamic, fast-changing and very diverse contexts. The limits of its sourcing and staffing mechanisms have been tested by recent operational surges and the knock-on effects of the COVID-19 pandemic. Chronic staffing gaps and vacancies – particularly in management positions – limit the ICRC’s work. Ensuring sustainable staffing across the institution is a significant challenge for the Department of People and Culture and will require prolonged investment. The department will need not only to replenish talent pools, but also to ensure that the institution retains, develops and engages its existing talent. The contexts in which the ICRC works are also volatile and high-risk, making it vital for staff to mitigate the risks that arise in their working environments and have access to appropriate support, especially in the event of security incidents.

The steady growth of the ICRC’s operations requires the organization to continuously reassess and adapt its workforce strategies in light of existing resource constraints (see Executive Office of the Director-General). With a global workforce present in over 100 countries, the ICRC needs a staff pool that is diverse, fit-for-purpose, well cared for and equipped to adapt and respond more effectively to humanitarian needs in the various contexts in which it works; it must ensure that human resources (HR) infrastructure, practices and policies are in place to support different ways of working. Empowering the portion of the ICRC’s workforce on resident employment contracts and upskilling all employees have proven crucial to preserving operational continuity, alongside having adequate workforce planning in place. The department must therefore sustainably manage, retain and expand the capabilities of its professional workforce by continuing to enable an agile learning culture, offer a wide range of development opportunities and encourage a growth mindset among staff.

A diverse global workforce is key to ensuring the ICRC’s ability to reach people affected by conflict and other situations of violence. There is still more that needs to be done in that regard, mainly to ensure a truly inclusive workplace. Equity and inclusion are increasingly becoming international standards that form part of employer obligations to staff. The ICRC must therefore ensure that trust, accountability, diversity and inclusion remain essential pillars of its internal culture and operations. These measures are underpinned by the ICRC’s institutional priorities and policies and by the department’s efforts to strengthen its global system of support services for staff, develop competencies and work towards fair and equitable HR practices.

MAIN PRIORITIES FOR 2023

Driven by the increasingly complex environment in which the ICRC operates, the Department of People and Culture works to enhance the efficiency and availability of HR services for staff, match the institutional drive for growth and enable a global and diverse workforce.

The People Strategy 2020–2025 remains at the heart of the department’s work: it is the pathway to fulfilling the fourth strategic orientation of the Institutional Strategy 2019–2024, creating an inclusive and diverse working environment, and the driving force for the department’s activities; it also reflects the commitment to deliver a positive employee experience.

In 2023, continuing the work done in recent years by the former Human Resources Department, the Department of People and Culture will cultivate a global, engaged and skilled workforce that delivers on the ICRC’s mandate. To ensure operational continuity, it will bolster the ICRC’s staffing capacity, helping it to more reliably cover regular staffing needs and facilitate staffing surges in response to emergencies. The department’s strategy to improve the ICRC’s staffing capacities will include an increased focus on staff retention and engagement – more than simply reducing turnover, the department envisions an environment conducive to professional growth within the organization. It will also build on milestones in global staff representation and diversity, talent management and staff entitlements and benefits.

To drive positive change in the ICRC’s organizational culture, the department will continue implementing the Values Compass, which aims to promote values shared within the ICRC. The department will also further prioritize the development of its managers and their people management skills and competencies, further strengthening a culture of learning and integrity. These will continue to lay the groundwork for ongoing conversations among ICRC staff on their identity as a community, how they work together and how the ICRC’s organizational culture must evolve to enhance its humanitarian response, especially as the department helps other headquarters departments pursue their own transformation initiatives. Diversity and inclusion will be critical to the development of the ICRC’s culture, and the department will play a dual role in ensuring cultural unity and coherence within the organization,
while at the same time fostering and leveraging the unique perspectives and insights brought in by staff from different walks of life.

The department’s priorities in 2023 are set out below:

► Staffing the ICRC

In coordination with the Department of Operations and the Department of Protection and Essential Services (see Operations and Protection and Essential Services), the Department of People and Culture will continue to attract, recruit and retain skilled and diverse staff for the ICRC’s operations, ensuring expanded use of best practices and tools in recruitment. It will develop guidance documents and data-analytics tools for HR and talent managers to unify and standardize a global approach to workforce planning, ensuring that staffing needs are better anticipated.

The department will strengthen the ICRC’s staffing capacities through four main avenues that will leverage existing talent within the ICRC, its partners and the broader humanitarian sector. Firstly, it will focus more sharply on staff retention, ramping up, for example, its support for career planning and thus encouraging career growth within the ICRC. Secondly, it will upskill staff on resident contracts and provide them with more opportunities for international assignments, including by sending them on temporary missions to gain experience. Thirdly, and to complement the development of existing staff, it will more systematically hire experienced humanitarian workers. Lastly, it will develop and strengthen partnerships with National Societies so as to obtain significantly more secondment.

► Protecting the safety and well-being of staff

In line with the organization’s duty of care to its staff, including staff seconded by National Societies, and the Staff Health Strategy 2020–2025, the Department of People and Culture will maintain its focus on improving staff well-being; simultaneous ongoing global crises make this an urgent concern. The department will continue to engage in discussions to ensure that it addresses concerns about staff well-being appropriately and punctually. Informed by these discussions, the department will continue to implement the ICRC’s four-year intervention plan, which includes actions at the institutional, team and individual levels. It will address the root causes that affect well-being at the ICRC, while continuing to invest in mental health and the prevention of sexual exploitation, abuse and harassment. The department will also continue implementing plans that aim to ensure equitable retirement benefits across the ICRC’s workforce and to establish more comprehensive health coverage for ICRC employees.

► Fostering a diverse, inclusive and engaging working environment

The ICRC will continue to foster a culture of mutual respect, collaboration and integrity among its staff, in which individual differences and perspectives are valued, welcomed and embedded in its ways of working. Having a workforce of varied expertise, backgrounds and profiles is essential for delivering on the ICRC’s operational objectives, notably by enabling it to interact directly and effectively with different members of conflict-affected communities, stakeholders and its operational partners.

The department will pursue a more diverse and inclusive working environment through its hiring and promotion practices and by upskilling staff and putting in place development programmes for career advancement. In doing so, it will focus on ensuring diversity among managers with an emphasis on gender and type of contract (resident/mobile), and striking a good balance of people from different cultural and ethnic backgrounds. It will guide delegations as they support staff on resident contracts to take on more responsibilities. It will guide other departments in implementing their diversity, equity and inclusion objectives based on their specific compositions and needs. It will develop and deploy data management and analytics tools to assist HR managers in realizing these initiatives.

The department will lead efforts to establish a climate of trust, and help staff uphold the Code of Conduct and a culture of integrity more broadly (see Executive Office of the Director–General). It will draw on insights from Our Voice, a global staff survey on levels of engagement and satisfaction with working at the ICRC, to drive conversations with managers and other key internal stakeholders concerning the organization’s practices and decision-making.

► Empowering and growing talent

Empowering staff to take responsibility for their personal and professional growth aligns with the institutional approach to pursue solutions that empower the communities that the ICRC serves. The department will foster an environment that encourages and facilitates continuous employee growth by maintaining appropriate learning infrastructure and using best practices in performance management and development.

Bespoke learning and development resources for all staff will be refined and further developed; staff will have access to a wide variety of remote and face-to-face programmes and platforms for improving their professional competencies or acquiring new ones. Together with support for career planning (see above), this will empower staff to personalize their development, enable them to keep up with global trends, for example, the use of new digital tools and platforms, and help them to stay future-fit and be as effective as possible in performing their work. The department will strengthen onboarding programmes for new staff, and for staff new to managerial positions, ensuring that they are well supported and given the best opportunity to thrive in their new roles.

The department will partner with HR managers and teams to develop guidelines, expert advice and other support materials to enable them and ultimately, line managers and staff, to set clear objectives, plan regular, ongoing feedback opportunities and implement other best practices in performance management and development.

► Streamlining and strengthening HR services

The department maintains and administers a range of HR services that provide staff with crucial support for carrying out their work effectively. The internal HR space platform, a new ticketing tool and various dashboards, reference documents and other tools are used by HR managers
and teams for several functions, including: facilitating strategic monitoring and reporting capabilities; recruiting, deploying and managing the performance of staff; providing administrative services; and administering the annual review of employees’ salaries.

The department will continue to ensure that these services, many of which have been centralized in the Manila Shared Services Centre since 2017, are delivered seamlessly and efficiently. At the same time, it will pursue initiatives to streamline these services and add to their functionality.
PROTECTION AND ESSENTIAL SERVICES

The Department of Protection and Essential Services provides the expertise necessary to ensure the effective delivery of the ICRC’s programmes worldwide. It steers the design and implementation of activities aimed at protecting and assisting people affected by conflict or other situations of violence, including by setting professional standards and offering strategic advice, leading efforts to integrate digital technologies into ICRC programmes and contributing to ensuring that the right resources are in place to deliver effective, relevant and meaningful responses. The department also oversees thematic files, strengthening synergies and promoting transversal approaches in support of achieving outcomes for communities in need.

CONTEXT AND KEY CHALLENGES

Millions of people around the world experience untold suffering because of armed conflicts and other situations of violence. They contend with displacement, abuses such as sexual violence and attacks on essential facilities, disruptions to food supplies and livelihoods, loss of contact with family members, mismanagement of the dead, weapon contamination, lack of access to health care, water, sanitation and electricity, treatment and living conditions in detention that do not meet international standards, and other difficulties. Many of today’s conflicts have been dragging on for years, with occasional escalations increasing needs. At the same time, acute crises have been emerging more frequently, highlighting the need to build emergency preparedness and response capacities while maintaining agility to deliver longer-term interventions for a more sustainable humanitarian impact. More conflicts are playing out in densely populated urban zones, damaging interconnected systems that serve entire populations and causing large-scale destruction that will take years to rebuild; these effects are being magnified as heavy explosive weapons with wide-area effects and autonomous weapon systems broaden the areas affected.

On top of these, conflict-affected communities often face multiple other crises that exacerbate their needs and vulnerabilities. Climate change and environmental degradation disproportionately affect people in conflict-affected areas, further limiting sources of food and water and heightening the risk of further hostilities. The COVID-19 pandemic continues to take a toll on local health systems, markets and global industries and sectors. Rising prices for food, fuel, fertilizer and other necessities — as a result of the above and/or the ripple effects of the international armed conflict between the Russian Federation and Ukraine — have exacerbated needs in countries already struggling with conflict. These overlapping crises have contributed to food insecurity and strained overburdened coping mechanisms.

The expanding use of digital technologies, by parties to conflicts and by the people affected, presents both opportunities and challenges. Such technologies open alternative channels for reaching, assisting and engaging with people, especially in the face of security constraints and other challenges to physical proximity. At the same time, they can be used to aggravate human suffering: cyber attacks and digital risks continue to emerge as a source of concern, particularly in terms of data-protection challenges and misinformation, disinformation and hate speech.

This complex environment continues to test the ICRC’s ability to maintain access and proximity to people and its capacity to secure space to operate in volatile situations. In this landscape, IHL, other applicable bodies of law, and neutral, impartial and independent humanitarian action are at times challenged by authorities, weapon bearers and the wider public. The various intersecting needs in areas affected by conflict or other violence emphasize the importance of providing holistic humanitarian responses that are developed and implemented with the people affected and delivered by a competent, diverse and adequately staffed workforce.

MAIN PRIORITIES FOR 2023

The Department of Protection and Essential Services will provide expertise for the development and delivery of the ICRC’s programmes, working with the Department of Operations and the Department of International Law, Policy and Humanitarian Diplomacy to ensure effective and holistic responses for people affected by conflict or other violence. In line with the Institutional Strategy 2019–2024, it will focus on strengthening the ICRC’s efforts to ensure protection for conflict-affected people, by promoting respect for IHL and incorporating ways to mitigate risks to people’s safety in its programmes, while helping to meet emergency needs and deliver a more sustainable humanitarian impact.

In order to achieve this, the department will make use of digital technologies and consolidate the ICRC’s partnerships with others, developing new or innovative ways to expand the reach and enhance the impact of the ICRC’s programmes. It will promote the use of transversal approaches to address protection-related concerns and other essential needs holistically. It will work with the Department of People and Culture to tackle chronic staffing gaps and to strengthen diversity and inclusion in its workforce, enhancing the ICRC’s programmes by incorporating different perspectives and experiences and by enabling the ICRC to reach diverse groups of people in need (see People and Culture).
The department’s priorities in 2023 are set out below.

**Influencing behaviour to strengthen respect for IHL and protection for people**

The Department of Protection and Essential Services will contribute to influencing the behaviour of parties to conflict and shaping debates, policies and practices towards greater respect for IHL, other applicable norms and humanitarian principles, with a view to increasing protection for violence–affected people. Together with the Department of International Law, Policy and Humanitarian Diplomacy and the Department of Operations, it will work to strengthen the ICRC’s engagement with states, weapon bearers, humanitarian actors and other stakeholders, highlighting the concerns of people affected by conflict or other violence, as documented through the ICRC’s presence worldwide. It will emphasize topics such as: the protection of civilians and of people deprived of their liberty, protecting family links, resolving cases of missing persons, humanitarian forensics, internal displacement, migration, child protection, the treatment of people who have participated in fighting abroad and of their families, urban warfare, responsible arms transfers, standards applicable to military and law–enforcement operations, support relationships in armed conflicts (see also Operations), weapon contamination, sexual violence, attacks against essential services, access to education, digital risks, the humanitarian–development nexus and climate change.

In particular, the department will seek to prevent violations of IHL and other relevant norms before they occur, and to promote acceptance for the ICRC’s neutral, impartial and independent humanitarian work. To do so, it will formulate multidisciplinary strategies to influence the behaviour of pertinent parties, coordinating efforts to this end across the ICRC’s regional operations and areas of expertise, and will develop or revise guidance documents and training materials for commanders, legal advisers and weapon bearers on matters such as ensuring compliance with IHL and other pertinent norms in the conduct of hostilities. It will produce and compile tools to help delegations enhance their engagement with weapon bearers regarding the plight of conflict–affected people and their role in reducing these people’s suffering, and to identify lessons learnt from current conflicts that can be more widely used to enhance dialogue with pertinent parties on preventing violations of IHL. In addition, the department will seek to boost the ICRC’s ability to monitor people’s concerns, document allegations of abuse, and analyse and predict trends of conflicts by making use of open–source information, remote data collection and other available channels.

**Delivering relevant, sustainable and quality programmes that address people’s needs holistically**

The department will oversee the development and implementation of impactful responses for people dealing with the compounded effects of protracted conflict, climate change, the COVID–19 pandemic and socio–economic exclusion. Together with the Department of Operations, it will help to ensure that the ICRC is accessible, inclusive and accountable to conflict–affected people and that its programmes effectively contribute to bolstering their resilience to the effects of these multiple crises, mitigating their emergency needs and helping them recover their livelihoods and build pathways to self–sufficiency, while focusing on strengthening protection for them. To this end, the department will provide delegations with the tools, methodologies, training and guidance necessary for assessing people’s needs and addressing them through multidisciplinary responses. In particular, its Thematics Unit will continue to guide delegations in developing and implementing transversal approaches to address the issues of sexual violence, access to education and attacks against health services, and to tackle needs related to child protection, internal displacement and migration.

To strengthen the ICRC’s ability to respond to acute crises in a timely manner, the department will work to enhance emergency preparedness and response capacities across its programmes: it will develop mechanisms for the rapid deployment of staff and material and financial resources, and provide guidance to help delegations promptly address the needs of people affected by emergencies, taking into account the capacities of local partners. At the same time, the department will maintain the ICRC’s ability to implement longer–term solutions to help conflict–affected people bolster their self–sufficiency: it will maintain its efforts to integrate specific approaches supporting sustainable solutions for conflict–affected people into strategies, guidance and training materials, drawing on good practices and lessons learnt from existing activities that can be more widely applied.

Together with the Department of Operations, the Department of Protection and Essential Services will help delegations ensure that conflict–affected people can participate in the design, implementation and monitoring of ICRC activities – for example, by setting up or enhancing mechanisms for collecting people’s feedback and adapting delegations’ activities based on this. It will continue to pursue initiatives to collect, analyse and use data to strengthen inclusive programming at the ICRC. It will also provide delegations with guidance for mitigating the risks posed by climate change and environmental degradation on conflict–affected people and for minimizing the ICRC’s own environmental impact.

The Central Tracing Agency’s Transformation Programme will continue under the department’s supervision, in order to adapt the Agency’s services to new challenges and opportunities. In 2023, the programme will focus on strengthening capacities in delegations and at headquarters to provide family–links services during emergencies, increase the number of missing–persons cases resolved – particularly by employing digital solutions (see below) and strengthening engagement with pertinent stakeholders (see above) – and advise states on setting up and operating national information bureaus in line with the 1949 Geneva Conventions.

**Leveraging digital technologies in programme delivery**

In coordination with the Department of Support and Digital Transformation, the Department of Protection and Essential Services will continue to incorporate digital approaches into the ICRC’s programmes, in line with the Institutional Strategy and the Information Environment Strategy. It will support the use of digital
technologies to carry out the ICRC’s activities, engage with conflict-affected people, and assess and respond to their concerns, with a view to meeting people’s needs more efficiently and effectively, and to broadening the reach of its programmes and its dialogue with conflict-affected people. Digital solutions will be deployed, maintained or reinforced in fields such as the documentation of people’s protection-related concerns, resolving missing-persons cases and providing other family-links services, and collecting, managing and analysing data to support the delivery and monitoring of evidence-based programming.

The department will work to deepen its understanding of the digital risks – particularly misinformation, disinformation and hate speech – faced by conflict-affected people and humanitarian organizations, and will help delegations strengthen their efforts to mitigate them. It will seek to ensure that proper cyber security measures are in place to protect the data of conflict-affected people and prevent disruptions to the ICRC’s operations (see Support and Digital Transformation). In particular, the department will continue to help delegations and National Societies respond to the consequences of the cyber attack on the Central Tracing Agency’s computer servers (first detected in January 2022); it will also draw on lessons learnt from this data breach to ensure that the ICRC’s tools and processes comply with relevant data-protection standards.

- **Working with Movement components and others to provide innovative responses**

  The department will help strengthen and expand the ICRC’s engagement with humanitarian and development agencies, international financial institutions, academic circles, hubs of expertise and the private sector, to explore innovative ways of responding to humanitarian needs (see also Mobilization, Movement and Partnerships and Operations). It will continue to build an inclusive Movement response to ensure the coherent, sustainable and efficient provision of support to conflict-affected people by jointly delivering programmes and facilitating information and skills exchanges with Movement partners in areas such as understanding the multiple challenges facing conflict-affected people; restoring family links; addressing protection-related concerns, particularly with regard to sexual violence, immigration detention and other topics; cash- and voucher-based assistance; responding to the effects of climate change; mitigating risks posed by weapon contamination; first aid; mental-health and psychosocial support; and delivering essential urban services. The department will seek to improve the collection of data on the ICRC’s partnerships in the field, including its support for National Societies, to better inform decision-making around strengthening such partnerships.

- **Supporting staff deployment and capacity-building**

  Together with the Department of People and Culture, the Department of Protection and Essential Services will work to ensure that key positions are filled in a timely manner, including during emergencies, by staff with the necessary competencies, so that the needs of conflict-affected people are comprehensively addressed through the delivery of good-quality services by a diverse workforce. To this end, both departments will work to develop and implement talent acquisition and retention strategies, incorporating measures to improve gender balance and resident staff representation in certain units and in managerial positions. Ongoing efforts to strengthen the capacities of staff will focus on the continued improvement of training curricula and implementation of career development plans.
The Department of Support and Digital Transformation leads the development and delivery of a coherent, efficient and resilient system of capabilities and processes, in the areas of finance, logistics, technology and information, and the implementation of an institutional global shared services operating model. This system enables the ICRC to ensure business continuity while enhancing its humanitarian response and equipping it to remain relevant, agile and fit for the future. The department drives the ICRC’s digital transformation, enabling the ICRC to use technology to reach more people and communities in need and make the ICRC more accessible to them.

CONTEXT AND KEY CHALLENGES
The compounded effects of conflict and other situations of violence, climate change, the COVID-19 pandemic, food and supply shortages, and other emergencies have greatly intensified the challenges already faced by the ICRC in delivering aid. The sheer scale and complexity of humanitarian needs worldwide mean that ensuring last-mile delivery is more critical than ever before. All of these circumstances have a direct impact on the ICRC’s logistics and financial services, and strain existing operating models, processes and systems. The deteriorating financial environment and the pandemic also continue to affect how the ICRC works, forcing it to rethink existing models to ensure that it is equipped to remain effective and fit for the future.

At the same time, digitalization continues to play a major role in adaptations and responses to the COVID-19 pandemic. The global digital revolution has reshaped the way people live, work and relate to one another. It is also influencing the course of armed conflicts: increasingly complex cyber attacks are a major concern and pose threats to essential infrastructure and services that are more and more dependent on computer networks. The global digital transformation continues to change the nature of humanitarian action, ushering in opportunities as well as risks, particularly in relation to protection, trust and privacy-related issues.

The ICRC recognizes the need to leverage data and the digital transformation, and that this need comes with mounting concerns over privacy and data protection. Understanding the impact of new technologies on people, how they can be harnessed for humanitarian purposes and how to mitigate the risks linked to their use will be key challenges. Adapting to the changing technological landscape also means upholding the “do no harm” principle in the digital world.

Through the Department of Support and Digital Transformation, the ICRC closely coordinates its support services with its efforts to harness the power of technological innovations to transform and advance its work. The department also recognizes that some ICRC processes were developed when the organization and the situations to which it seeks to respond were not as far-reaching and complex as today, and are therefore not fully scalable to meet the growth in humanitarian needs and in the ICRC’s action. As the ICRC seeks to expand its reach and operations, the department continues to revise core processes and support models in order to build sustainable humanitarian impact.

Across the organization, the ICRC promotes a culture of creativity and innovation, and continues to expand opportunities for staff to participate in institutional discourse and decision-making processes. Including the end-users in this process enables them to play a role in defining the ICRC’s portfolio of services and help guide the development of the ICRC’s capabilities and services over the longer term.

MAIN PRIORITIES FOR 2023
Formed in 2022 to help ensure greater synergy between various ICRC support divisions, the Support and Digital Transformation department will work to safeguard the continuity, resilience and sustainability of the ICRC’s operating model by reviewing and adapting existing processes, services and systems. At the same time, it will help ensure that the organization’s activities are agile, scalable and fit for purpose in the face of dynamic external realities and future challenges, notably by leading the ICRC’s digital transformation and the building of its capacity to leverage technological developments. In doing all of the above, the department will contribute to achieving the objectives of the Institutional Strategy 2019–2024, touching on all five strategic orientations.

While the department prioritizes the maintenance of business continuity, a number of its initiatives will aim to simplify and optimize financial, logistical and other processes, including by developing and implementing a global shared services model for the ICRC. The department will carry out its work with a view to mitigating risks, minimizing costs and complying with legal and statutory obligations in the fields of logistics, finance, data and data protection. The department’s initiatives will enable the ICRC to boost its capacity to respond quickly to changing needs and emergency situations, and to deliver humanitarian aid more efficiently.

The ICRC aims to use technology and digital tools that are relevant and adapted to the changing technological landscape. Through its efforts to advance the ICRC’s digital transformation, the department will leverage technology to reach people in need and make the ICRC more accessible to them, enabling the organization to better adjust its humanitarian response to their needs. This will also mean mobilizing and improving digital tools to enhance work processes across teams and departments, and backing efforts to design and put forward new solutions that are inspired and shaped by technological
advances, to ensure that the ICRC delivers truly people-centric services in the most efficient way possible. To enhance digital proximity and engagement with conflict-affected people and other key external stakeholders, the department will continue to develop people-centred approaches and deliver high-quality information technology (IT) services through streamlined processes and user-centric tools and platforms.

The department’s priorities in 2023 are set out below.

- **Maintaining robust business continuity through high-quality financial, administrative and logistical services**

  Through its teams at headquarters and in field delegations, including those within the ICRC’s corporate services network, the department will continue to provide guidance and professional financial, administrative and logistical support to headquarters and field delegations. The department will also aim to foster further synergy between its various divisions, which were previously organized across different departments, to facilitate the seamless and effective end-to-end delivery of support services. These efforts will help ensure sound financial and administrative management, and the purchase and timely delivery of goods and services to people in need.

  While striving above all to ensure a high degree of business continuity, the department will spearhead various initiatives to further improve its services by making them more resilient and efficient. As a matter of priority, it will strengthen the ICRC’s ability to deliver goods and services on time and in full to people affected by conflict and other situations of violence. Notably, it will work to strengthen the ICRC’s crisis-response capacities by reviewing its logistics delivery models and seek to drastically reduce the lead time before delivery. It will also continue to develop financial architecture that will better enable the ICRC to scale up its activities and accommodate needs relating to multi-year planning and partnerships. Its efforts to update financial and administrative processes will prioritize risk management.

- **Implementing initiatives to streamline processes and boost the ICRC’s overall efficiency and effectiveness**

  In view of the challenges and circumstances mentioned above, the department will work to identify the most demanding and complex processes within the organization, those that particularly affect the ICRC’s work, and endeavour to simplify them. It will aim to both streamline and optimize systems within the organization. Its ultimate goal is to help the ICRC fully maximize its resources while ensuring that it has the agility to respond to external changes.

  New ways of working will be key factors of the ICRC’s reliability and efficiency. To this end, the department will lead the design and implementation of a global operating model and service-delivery framework for shared services. In so doing, it will build on the progress already made in this regard, for instance at the existing global shared services centres in Belgrade (Serbia) and Manila (Philippines), at which functions such as data analysis, digital engagement and a catalogue of human-resource capacities and services are based or centralized.

  The department will work with the Department of People and Culture to ensure that there is a sufficient pool of experienced, trained and qualified staff, fit for deployment, to provide support and other services in the event of an emergency. It will seek to improve strategic talent management and provide better opportunities for adequate knowledge exchange across the organization.

- **Facilitating the ICRC’s digital transformation and increasing virtual proximity to people affected by crises**

  As part of the ICRC’s digital transformation, the department will spearhead the development and deployment of processes, platforms and other digital services, and the digital enhancement of existing ones. It will help ensure synergy in the delivery of these services across the organization. It will emphasize improving outcomes for people in need, and enhancing the ICRC’s information environment to focus on digital accessibility and engagement with crisis-affected people. It will work closely with other departments and delegations to design and implement activities that reinforce data capabilities and support the upgrade of IT systems and the digitalization of business processes.

  Notably, the ICRC will continue the pilot run (launched in May 2021) of a mobile app called RedSafe, a secure platform for providing digital humanitarian services to migrants in the southern African region, and will test it in other conflict-affected environments. The app was designed to provide people with a digital vault for personal documents; a means to send short messages to their loved ones and save their contact information; and a geo-mapping service to help them locate places where they can seek assistance.

  The department will monitor the opportunities and risks posed by new technologies and services to ensure that their use at the ICRC is appropriate, secure and in line with the “do no harm” principle. The ICRC will endeavour to ensure safeguards are in place to provide maximum protection for the individuals it seeks to assist, and to help maintain their trust. It remains essential to ensure that personal and institutional data are protected against cyber breaches, and to reinforce the ICRC’s reputation as a trusted manager of information and data. The department will therefore continue to work to reinforce cyber awareness, and to make sure that ICRC systems and technological architecture can withstand attacks.
MOBILIZATION, MOVEMENT AND PARTNERSHIPS

Communication
Cooperation and Coordination within the Movement
Partnerships
Resource Mobilization

The Department of Mobilization, Movement and Partnerships seeks to steer, guide and enable the ICRC’s interactions and partnerships with the Movement and other partners, government donors, and the private and public sectors. It mobilizes the political and financial support required to deliver on its institutional strategic objectives and the ICRC’s operations. It ensures strategic and organizational alignment in external and internal communication to support the ICRC’s efforts to influence behaviour and reinforce its position as an organization of choice for humanitarian response.

CONTEXT AND KEY CHALLENGES

Humanitarian needs continue to grow in scale and complexity worldwide because of the knock-on effects of armed conflicts, the COVID-19 pandemic and rising commodity prices, posing additional difficulties to the delivery of aid for people affected by armed conflict and other situations of violence. The situation is exacerbated by a political landscape that has been marked in recent years by fragmented relationships, an increasingly challenging funding environment, and a lack of international consensus on issues of humanitarian concern. Against this backdrop, the ICRC must engage and work with others – including partners within and beyond the Movement, local authorities, civil society organizations, governments, financial institutions, development agencies, academia and businesses – in order to address wide-ranging needs and achieve greater and more sustainable outcomes for the people affected.

The ICRC’s mission, mandate and principles remain as relevant as ever, as does IHL. They are challenged in today’s communication landscape, however, by the mass media and social media narratives of highly polarized communities, some openly spreading misinformation, disinformation and hate speech. Additionally, humanitarian responses remain subject to heightened scrutiny, and today’s fast-paced public conversations – spanning such issues as the climate crisis, the rules of war and migration – are increasingly diverse and complex. This compels the ICRC to broaden its engagement on the scope of its response in order to strengthen acceptance and support for its neutral, independent and impartial humanitarian action, and to demonstrate its unique role as the reference organization on IHL. Building a better understanding of, and connecting with, the ICRC’s key audiences – crisis-affected communities, state and non-state weapon bearers, government authorities, academics and other members of civil society, prospective supporters and others, including those in social media spaces and online communities – is of critical importance. Cultivating an environment of meaningful engagement enables the ICRC to facilitate access to humanitarian services, change behaviour and influence key issues. Identifying ways in which the ICRC can better listen to, solicit feedback from and respond to the needs of conflict-affected people – putting them at the centre of humanitarian discourse – is crucial to achieving strategic objectives.

Major institutional changes continue to take place within the ICRC, calling for effective and consistent internal communication that includes staff members’ voices, views and interests, including quality engagement on such issues as diversity, equity, inclusion and staff well-being.

MAIN PRIORITIES FOR 2023

In 2023, the Department of Mobilization, Movement and Partnerships will help the ICRC achieve the objectives of the Institutional Strategy 2019–2024, contributing to all five strategic orientations. The department will amplify the ICRC’s global positioning on key humanitarian issues to help strengthen acceptance of, and support for, the organization’s mandate and neutral, impartial and independent humanitarian action, and respect for IHL. It will help to position the ICRC as the partner of choice for donors and to generate a diversified and sustainable income stream that will enable the organization to continue responding to the needs of people affected by conflict and other situations of violence.

The department will support delegations in developing strategies to increase the ICRC’s influence on and acceptance by key stakeholders, and in anticipating and responding to reputational risks, false or misleading information and messages that threaten the safety, rights and dignity of people. The department will reinforce partnering approaches, including within the Movement, and develop partnerships with other organizations and stakeholders, building on their expertise and capabilities in order to enhance outcomes that will benefit conflict-affected people. Together with the Department of Operations (see Department of Operations), it will steer and support delegations’ efforts to adapt their ways of working with partners, so as to promote and deliver sustainable humanitarian impact, particularly in contexts affected by protracted conflict or violence, and a more inclusive, coherent Movement response. It will safeguard the ICRC’s delivery of its commitments under the Seville Agreement 2.0, adopted at the 2022 Council of Delegates, and the promotion of the Fundamental Principles. It will also ensure that external communication plays a key role in promoting the Movement’s relevance at global and local levels through partnerships that bring forth sustainable humanitarian impact.

In accordance with the ICRC People Strategy 2020–2025 and in keeping with the ICRC’s culture of integrity, the department will help foster an inclusive workforce in the ICRC and a safe and respectful working environment (see People and Culture and Executive Office of the Director-General). It will reinforce staff engagement by ensuring that staff members have the information and channels they need to contribute to inclusive decision making, connect with management, and keep up to date about the organization’s strategic direction. It will develop
communication approaches and strategies – in line with the ICRC’s Values Compass – that enhance staff well-being, interaction, diversity and inclusion. It will aim to cultivate a culture of leadership, collaboration and accountability that will help steer the organization towards meeting its institutional goals.

The department’s priorities in 2023 are set out below.

▸ Building trust in, facilitating action of, and mobilizing support for the ICRC through effective communication

The department will foster recognition of the ICRC’s unique role and help broaden acceptance of its neutral, impartial and independent humanitarian action by developing communication and influencing strategies on global and regional priorities in support of the ICRC’s protection and humanitarian diplomacy efforts. It will aim to facilitate access and ensure security in the field for ICRC staff by providing direct support to the delegations. It will also contribute to securing financial support for ICRC activities, particularly during crises, and from private donors, in collaboration with Movement partners.

The department will continue to raise awareness of humanitarian needs and of the ICRC’s response, and support efforts to shape debate and influence behaviours, with a view to furthering the ICRC as the reference organization on IHL and promoting its role as a front-line humanitarian responder. It will position ICRC channels as trusted information sources and deliver timely information as aid to conflict-affected communities based on their preferences and needs. The department will provide delegations with guidance and tools to boost their communication capacities for targeted and customized engagement with violence-affected people and, where possible, involve local partners such as National Societies in systematic data collection and feedback. Together with Movement partners, the department will seek opportunities for joint positioning and develop communication strategies, products and tools to amplify the ICRC and the Movement’s voices at national, regional and global levels.

The department will take a proactive approach to curbing misinformation, disinformation and hate speech, especially in environments weakened by crises, when either the dignity and safety of communities or the ICRC’s reputation is at stake, and to engaging in relevant conversations that could have short- and long-term impacts on the ICRC’s capacity to operate.

Internally, the department will support engagement about institutional priorities like staff well-being, diversity, equity and inclusion. It will help improve the digital literacy of ICRC staff and equip them with the knowledge, skills and tools they need to prevent, anticipate, detect and respond to misinformation, disinformation and hate speech (see People and Culture and Support and Digital Transformation).

▸ Strengthening an inclusive Movement response and advancing the development of National Societies

The Movement Cooperation Division will help the ICRC identify and deliver on opportunities for stronger Movement collaboration – via operational activities, humanitarian diplomacy and positioning – to achieve greater impact. With a view to advancing the development of National Societies and strengthening their ability to operate in sensitive and insecure contexts, the department will invest in improved planning and coordination with National Societies, supporting their needs and operational capacities, and fostering a culture of inclusivity within the Movement. It will help the ICRC engage regularly with Movement components and establish an environment where information sharing is the norm, including for purposes of communication, fundraising and/or humanitarian diplomacy. It will oversee strategic engagement with the Movement, including the review of the Seville Agreement 2.0.

The division will facilitate, enable and broker productive partnerships with National Societies and the International Federation, including in support of effective National Societies, and with other actors, such as development agencies and private sector representatives.

▸ Developing partnerships and working with diverse actors

The Partnerships team will take the lead in steering and guiding the ICRC to engage systematically with multiple stakeholders, with a view to having a sustainable humanitarian impact. In coordination with the Movement Cooperation Division, it will facilitate the implementation of the third strategic orientation of the institutional strategy, working with others to enhance impact. It will guide colleagues to engage in partnerships that allow the ICRC to respond at a larger scale and reach out to new or more communities, and to emphasize the organization’s humanitarian messages to key stakeholders. The team will help the ICRC further advance efforts to co-create multiyear projects with relevant partners such as development agencies, the private sector, authorities, local organizations and Movement components. It will aim to consolidate the ICRC’s position as a constructive partner and key resource for businesses operating in complex security environments.

Aside from strategic engagement with partners, members of the Partnerships team will also actively participate in key humanitarian forums. In line with the ambitions stated in the institutional strategy to have a coherent partnering approach and foster a “partnering mindset”, the team will develop an ICRC-wide partnership strategy and policy. It will provide hands-on support and guidance to ICRC staff in the field and at headquarters and facilitate the creation of learning opportunities to improve partnering skills and knowledge. The team will also improve and adapt systems that will facilitate partnering during emergencies or protracted crises.

In close coordination with the Department of Operations and the Ethics, Risk and Compliance Office (see Executive Office of the Director-General), the team will monitor, assess and manage risks stemming from partnerships.

▸ Mobilizing support for the ICRC’s activities

The Resource Mobilization Division will mobilize the financial resources required for the ICRC’s objectives in 2023 and develop the ICRC’s fundraising capacity. It will accomplish this by leading efforts across the organization to achieve the vision of the 2020–2030 Resource Mobilization Strategy: to position the ICRC as
the humanitarian partner of choice for donors, with the financial means to fulfill its mission in the short and long term, the financial resilience to deal with funding uncertainties, and the ability to shape its funding environment in order to preserve the ICRC’s principled approach.

In 2023, Resource Mobilization teams will continue to deepen engagement with the ICRC’s major state donors bilaterally and through forums like the Donor Support Group and the Grand Bargain. Teams will maintain efforts to expand engagement with the private sector and the general public, in partnership with National Societies around the world. Further efforts to develop the humanitarian-development nexus and achieve sustainable humanitarian impact will be based on the progress made in recent years on engagement with development actors regarding direct financing of activities carried out by the ICRC and indirect financing of projects to address key humanitarian priorities identified by the ICRC.
INVESTMENT BUDGET

INTRODUCTION

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

In 2020, the ICRC adopted a revised investment policy that encompasses undertakings related to the acquisition of capital assets (fixed or intangible assets) and the execution of projects (e.g. technology and data, or infrastructure). The revised policy will provide visibility over the total costs of the projects it invests in and a more comprehensive understanding of investment costs. In line with this revised policy, the 2023 investment budget comprises both the capital and operating expenditures estimated for the period covered.

As at 31 December 2021, the acquisition value of investments stood at CHF 644.94 million, while the total of cumulative depreciations stood at CHF 352.93 million, leaving a residual value of CHF 292.02 million. The ICRC considers the following assets to be investments, with depreciation periods calculated on the basis of the estimated duration of usage:

<table>
<thead>
<tr>
<th>Minimum value</th>
<th>Goods</th>
<th>Length of depreciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHF 10,000</td>
<td>Material goods (generators, IT servers, communication equipment, etc.)</td>
<td>3 to 10 years</td>
</tr>
<tr>
<td>Light vehicles</td>
<td>5 years</td>
<td></td>
</tr>
<tr>
<td>CHF 100,000</td>
<td>Property in Switzerland</td>
<td>20 to 70 years</td>
</tr>
<tr>
<td>Property abroad</td>
<td>3 to 20 years</td>
<td></td>
</tr>
<tr>
<td>Property installations</td>
<td>3 to 10 years</td>
<td></td>
</tr>
<tr>
<td>Intangible assets (initial configuration or programming of IT software)</td>
<td>5 years</td>
<td></td>
</tr>
</tbody>
</table>

INVESTMENT BUDGET 2023

The 2023 investment budget is set at CHF 93.07 million, an increase of 27.5% compared with the 2022 budget of CHF 73.01 million. This is mainly due to the increase in the budget for infrastructure, covering real estate projects, vehicles, and equipment, from CHF 25.20 million in 2022 to CHF 41.41 million in 2023. This growth is linked to the urgent need for replacement of the fleet, after few years with limited renewal of vehicles, and the inclusion of a field real estate envelope to address the growth of operations and regional set up. In line with the fifth strategic orientation of the ICRC’s Institutional Strategy 2019–2024, *Embracing the digital transformation*, the budget for technology and data, formerly called information and communication technology (ICT) solutions, is also increased from CHF 45 million in 2022 to CHF 50 million in 2023.

At the start of 2022, the ICRC had a fleet of 3,924 vehicles considered to be investments, compared with 3,890 at the beginning of 2021. These were comprised of 3,387 light vehicles, 369 trucks and trailers, and 168 miscellaneous vehicles (such as tankers, boats and forklifts). The ICRC reassesses the optimal size of its fleet during each new budget process, and vehicles are routinely transferred between delegations. The estimated cost for replenishing the fleet in 2023 is CHF 21.04 million for 654 vehicles.

The equipment budget of CHF 4.87 million covers the replacement of items considered to be assets and the purchase of equipment and installations for the field and headquarters. For example, CHF 2.21 million will be invested in generators in the field, and CHF 1.91 million in servers, data–storage and other ICT equipment.

The real estate budget for the field and headquarters amounts to CHF 15.50 million. It includes funds earmarked for: support to sustainable field projects and the implementation of the ICRC’s Vision 2030 on Disability (CHF 1 million); the construction of a warehouse in Bangui, Central African Republic (CHF 1.50 million); and the set-up of a solar farm in Amman, Jordan (CHF 0.97 million). The budget also includes reserves of CHF 8.08 million for real estate projects in the field. The real estate budget allocated for headquarters (CHF 2.50 million) covers the costs of improvements to infrastructure in existing buildings; these improvements include those related to building maintenance, electrical supply and security. No new major real estate project at headquarters is foreseen for 2023, as a master plan is being finalized for the entire site to undergo major rehabilitation and upgrades over the next years.

An amount of CHF 50 million for intangible assets has been budgeted under technology and data investments. It includes CHF 4.2 million for projects and feasibility studies, of which CHF 3.66 million have already been set aside for priority strategic projects that are expected to be launched in 2023. Some CHF 8 million is planned for enhancing IT infrastructure, supporting the digital transformation of the ICRC’s Institutional Strategy 2019–2024, *Embracing the digital transformation*. The budget also includes funds towards the implementation of the ICRC’s Institutional Strategy 2019–2024, *Embracing the digital transformation*.
The annual investment budget is financed by an investment fund that amounted to CHF 321.89 million at 31 December 2021. The fund consists of the ICRC’s own reserve for investment financing (CHF 287.95 million at 31 December 2021) and loans received from the Building Foundation for International Organisations set up by the Swiss federal government and the Geneva city authorities (CHF 33.94 million in total at 31 December 2021).
The elements of each operations chapter of Appeals 2023 are described below.

1. Delegation
   The state(s), geographical areas, and/or political entities covered by the ICRC’s presence

2. Mission statement
   The ICRC’s reasons for being in the country or region and its main activities there

3. Map
   The country or region, showing the ICRC’s presence for the coming year (the maps in this publication are for illustrative purposes only and do not imply an official endorsement or express an opinion on the part of the ICRC)

4. Assistance targets
   A table of target figures for the delegation’s assistance activities for the target populations Civilians, People deprived of their freedom and Wounded and sick

5. Budget
   The budget for the given year – total, and by programme

6. Personnel
   The number of mobile and resident positions budgeted for; this figure does not necessarily reflect the actual number of persons employed and does not include staff hired on a daily basis

7. Situation
   The main developments in a given context, highlighting the elements that the ICRC takes into consideration when analysing the situation from a humanitarian perspective

8. Humanitarian concerns
   The humanitarian concerns resulting from the situation and which the ICRC seeks to address; this section may also include operational constraints – such as difficulties in access or security concerns – faced by the ICRC and other humanitarian agencies

9. ICRC operational priorities
   The main thrusts of the ICRC’s action for the given year, presented in order of importance and, instead of summarizing the delegation’s activities, highlighting the major orientations and shifts in its work (where applicable, regional support structures and significant changes in the structure of the delegation are noted in this section)
10. ICRC action
This section presents the delegation’s objectives and plans, organized according to the five target populations identified by the ICRC. Each target population section is composed of the following parts:

- a medium- to long-term objective;
- a general description of the ICRC’s approach to meeting the said objective and the intended outcomes for the given year; and
- the plan of action and indicators for the coming year, detailing how the ICRC aims to work towards the objective.

Each activity is tagged according to the ICRC programme that it belongs to:

- Protection
- Assistance
- Prevention
- Cooperation
- Protection and Assistance

Activities are organized by sub-programme, as indicated in the sub-headings, except in the following cases:

- Activities directly linked to the protection of the civilian population, including those under the prevention programme, are listed under the sub-heading Protection of civilians and respect for the law.

- Bullet points under the Support for the National Society sub-heading cover activities to boost National Society capacities, which can encompass multiple sub-programmes (e.g. economic security and health, both under the Assistance programme) or programmes (e.g. health, under the Assistance programme, and restoring family links, under the Protection programme); a blank tag indicates the latter.

- Under Civilians, People deprived of their freedom and Wounded and sick, target boxes highlight the consolidated target figures for the main assistance indicators.

A small number of activities for 2023 are already funded as a result of multi-year partnerships with some donors.

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**Sample description of ICRC approach:**

**Helping violence-affected households to meet their basic needs and become self-sufficient**

The ICRC will seek to increase its proximity to people affected by armed conflict or other violence, including IDPs, residents and returnees. It will respond to violence-affected people’s emergency needs; relief distributions will be carried out with the National Society whenever possible. Efforts to enable violence-affected households to have access to water and maintain decent sanitation and shelter conditions, including during emergencies, will be kept up.

**Sample assistance target box:**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>XXX people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income support</td>
<td>XXX people</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>XXX people</td>
</tr>
</tbody>
</table>

**Sample bullet with tags:**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- visit detainees in prisons or labour camps under the home affairs ministry, and in facilities controlled by armed groups; monitor their treatment and living conditions
- seek to gain access to people detained by border guards and by other armed groups
- discuss findings and/or recommendations from prison visits confidentially with the authorities; bring up specific issues
TARGET TABLE

This table presents the targets set for the year by the delegation concerned in terms of the number of people who will be assisted or other result indicators of the assistance programmes for the target populations Civilians, People deprived of their freedom and Wounded and sick.

Targets are defined primarily on the basis of the population’s needs, as identified during assessments, and then of the capacity of the ICRC (and its partners) to address these needs, taking into account the planned responses of other humanitarian organizations.

LIMITATIONS OF TARGET FIGURES

The table only includes what can be defined in advance. During the planning process, delegations may use standard averages for estimating the number of individuals per household; these figures may be found to be lower or higher than actual household sizes once the activities are implemented. Delegations also cannot precisely predetermine the number of primary-health-care centres and hospitals that will receive medical materials in case of emergency, although ad hoc support for an estimated number of facilities may be budgeted for.

Delegations may adapt the assistance they provide, often in consultation with community members, to what best fits people’s needs and capacities, and to changes in the situation. This may result in differences between the targets and the figures reported in the Midterm and Annual Reports. Moreover, despite efforts to harmonize indicator definitions and data entry, operational constraints and challenges in data collection may also affect how targets and results are presented across delegations.

The figures for the different assistance sub-programmes may not be cumulated to determine a total number of people who will benefit from ICRC activities, as some people may benefit from more than one sub-programme.

It must also be noted that these target figures only cover assistance activities and thus do not capture the full extent of the ICRC’s plans and priorities. Some intended results are difficult to quantify, although their importance should not be underestimated: for example, the impact of dialogue with authorities and armed groups or the multiplier effect of training initiatives cannot be reflected in numbers.
DEFINITIONS

ECONOMIC SECURITY

The main economic security indicators are based on the five core objectives of economic security programmes: *food consumption*, *food production*, *income support*, *living conditions* and *capacity-building*. People are classified according to the purpose of the assistance they receive (what the ICRC’s inputs will be used for). For example, people who receive food rations are counted under *food consumption* if the rations mainly aim to cover their nutritional needs. However, if the food rations are distributed as a complement to seed and tools, primarily to help farming households avoid consuming grain meant for planting, the number of people may be reflected under *food production*.

**Food consumption (Civilians and people deprived of their freedom)**

The number of individuals who will receive ICRC assistance to increase their food consumption and achieve a nutritionally adequate diet: this may include people who will be given food rations or nutritional supplements, or people who will be provided with food items as compensation for work on community projects, or with cash or vouchers for purchasing food. Food items for distribution typically include rice, wheat flour, maize, beans, oil, sugar, salt, and sometimes canned food and nutritional products.

**Food production (Civilians)**

The number of individuals who will be helped to pursue food production activities: this may involve material, financial or other support for crop cultivation, animal health and breeding, and/or other viable means of using natural resources. These can include people who will benefit from livelihood-support services such as tractor-ploughing or animal vaccinations.

**Income support (Civilians)**

The number of individuals who will receive assistance to protect, restore and increase household income. This may include cash transfers for covering basic expenses, or material, financial or other support for micro-economic initiatives (e.g. for carpentry, welding, food processing, trade) or for crop or livestock farming activities.

**Living conditions (Civilians and people deprived of their freedom)**

The number of individuals who will be assisted with a view to ensuring protection against adverse climatic conditions and the fulfillment of basic hygiene and cooking needs: to improve their living conditions, the ICRC may give them the necessary items or, if feasible, cash for buying such items (e.g. tarpaulins, blankets, basic clothing, kitchen sets, hygiene kits, soap, jerrycans, mosquito nets).

**Capacity-building (Civilians)**

The number of individuals who will benefit from training sessions, materials and/or other forms of assistance to increase their capacity to contribute either to the economic security of their households or to the ability of government bodies, local organizations or other institutions to deliver services aimed at strengthening the economic security of communities.

WATER AND HABITAT

**Civilians and People deprived of their freedom**

The number of people who will benefit from a water and habitat project: for recurrent projects like water trucking or the regular provision of materials (chlorine, spare parts, etc.), people are counted only once. Similarly, people benefiting from multiple types of water and habitat activities (e.g. water infrastructure repairs and hygiene promotion) are only counted once.

Projects include the repair or construction of wells, boreholes, springs, dams, water-treatment plants, latrines, septic tanks or sewage plants; shelter provision or repair; material support for infrastructural upgrades; hygiene promotion (which may involve distributions of hygiene items); and vector-control activities.

**Wounded and sick**

The number of structures, such as hospitals or physical rehabilitation centres, where water and habitat activities will be implemented.

HEALTH

**Health centres supported**

The total number of health centres, including mobile-health units, that will receive regular or one-off support; where applicable, this includes the estimated number of centres that may receive ad hoc assistance.

**Hospitals supported**

The total number of hospitals that will receive regular or one-off support; where applicable, this includes the estimated number of hospitals that may receive ad hoc assistance.

**Projects supported**

The number of ICRC-run/supported projects addressing the needs of people with physical disabilities; these may include physical rehabilitation centres; component factories; institutions providing training for physical rehabilitation professionals; and organizations or initiatives promoting the social inclusion of people with physical disabilities.

Estimated figures for people who will benefit from these projects – as presented in the plans of action of the delegations concerned – are based on aggregated monthly data, which include repeat users of physical rehabilitation services and people availing themselves of social inclusion services, throughout the year.
ICRC MANAGEMENT FRAMEWORK AND DESCRIPTION OF PROGRAMMES

ICRC CORPORATE MANAGEMENT FRAMEWORK

INSTITUTIONAL STRATEGY

The ICRC’s overall humanitarian mission, as an impartial, neutral and independent organization rooted in IHL, is to protect the lives and dignity of people affected by 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 (hereafter the Movement).

The organization’s strategy for the period 2019–2024 is publicly available on its website and in its yearly appeals. The strategy assesses the opportunities and challenges the organization faces, 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. It clearly states the values and principles guiding the ICRC’s action and approach.

KEY SUCCESS FACTORS/AREAS OF RISK

The ICRC’s key success factors/areas of risk are laid out in the institutional monitoring framework as a common reading grid for monitoring the strategy’s implementation, the organization’s performance and the risks that it faces. They are critical to the ICRC and its work, and comprise:

- factors related mainly to the “external environment” (external key success factors/areas of risk): the ICRC’s access to people affected by armed conflict and other situations of violence; the relevance of its response to people’s needs; its reputation/acceptance among parties to the conflict and other key stakeholders; and its positioning in terms of the space it occupies within the humanitarian landscape, its perceived added value, and its capacity to influence international policy; and
- factors related mainly to “the ICRC’s own capacity to act” (internal key success factors/areas of risk): organization and processes; people management (human resource) capacity and mobility; and financial health.

The ICRC encounters risks and opportunities related to each of these factors. By influencing them, the ICRC can reduce its vulnerability to the risks and capitalize on the opportunities, thus improving its performance and enabling it to better respond to the needs of people affected by armed conflict and other situations of violence.

The ICRC’s key success factors are used for analysis in the annual, quarterly and other reviews carried out by the Directorate. These reviews include the results achieved, an assessment of risks, and the definition or updating of management objectives and action plans to mitigate the major risks and reinforce the key success factors. They aim to ensure efficient management of the ICRC according to available resources and priorities, and enable the organization to continue to demonstrate its added value and thus preserve its reputation. Annual reviews are submitted to the Assembly.

COMPREHENSIVE ANALYSIS AND MULTIDISCIPLINARY APPROACHES

The ICRC endeavours to respond to the humanitarian needs arising from armed conflicts and other situations of violence in the most timely, humane and professional way possible. Each situation requires thorough analysis – a sensitive, yet objective assessment of the scope of people’s needs, vulnerabilities, strengths and capacities – for the design and implementation of tailored and efficient humanitarian responses.

During the annual planning process, the ICRC analyses local, regional and global dynamics and developments, to have a comprehensive picture of the situation, the points of view of the people affected (e.g. residents, migrants, IDPs, people deprived of their freedom and groups for whom specific engagement measures may be required, considering such factors as their gender role, age, disability and/or being part of minority or marginalized groups), the parties present, and other relevant factors. This enables the ICRC to identify the problems, their causes and consequences, and the people adversely affected along with their specific needs, vulnerabilities, capacities and strengths. The ICRC works to engage directly with the people affected to ensure that these factors are accounted for in the definition of its activities. The ICRC also strives to ensure the coherence of its efforts in the medium and long term.

The ICRC works to defend individual rights by fostering respect by the authorities and others for their obligations and by responding to people’s needs through neutral, impartial and independent humanitarian action. It combines five modes of action in its overall strategy to directly or indirectly, in the short, medium or long term, ensure respect for the lives, dignity, and physical and mental well-being of people affected by armed conflict and other situations of violence. The ICRC’s work is grouped into four programmes (protection, assistance, prevention and cooperation) that seek to prevent the causes of human suffering, to alleviate it where it already exists, and to strengthen the Movement as a network. Through these programmes, the ICRC: promotes the adoption of and respect for legal norms; makes confidential representations in the event that obligations are not fulfilled or laws may have been violated; provides people with emergency assistance and works with them to identify and implement sustainable solutions to their needs; builds or supports mechanisms for the delivery of essential goods and services — such as water and health and medical care — and activities to help people regain their economic security; maintains and/or restores contact between separated family members, and works with states and others to resolve the fate of missing persons and support their families; and launches communication campaigns. Effective monitoring and critical evaluation, drawing on lessons learnt, are crucial to these processes, as is coordination with the numerous entities present in the complex humanitarian scenes in which the ICRC operates.

To carry out comprehensive analyses, set objectives and define and implement plans of action, the ICRC works with multidisciplinary teams composed of specialist and generalist staff.
MODES OF ACTION
The ICRC uses the following modes of action:

- persuasion: confidential representations to authorities aimed at influencing behaviour to enhance respect for IHL and/or other fundamental rules protecting persons in situations of violence and urging them to take measures to improve the circumstances of such people;
- mobilization: activities aimed at prevailing on third parties to influence the behaviour or actions of authorities, to support them, or to directly provide services to people in need;
- support: activities aimed at supporting the authorities so that they are better able to fulfil their functions and responsibilities;
- substitution: activities that directly provide services to people in need, often in place of authorities who are unable or unwilling to do so; and
- denunciation: public declarations regarding repeated violations of IHL or other fundamental rules protecting persons in situations of violence committed by specific parties; such declarations are made for the purpose of bringing violations to a halt or preventing their recurrence and resorted to by the ICRC only in exceptional circumstances and under strict conditions.

The ICRC may choose to employ one or a combination of these modes of action depending on the situation, the problems encountered and the objectives to be achieved. It aims to make those involved aware of their responsibilities and to foster compliance with these.

LEVELS OF INTERVENTION
The activities carried out under the ICRC’s programmes are conducted at the following complementary levels to meet common objectives in aid of people affected by armed conflict and other situations of violence: at the level of the individual or the community, of the local authorities, and of institutions or regulatory frameworks.

RESULT-BASED MANAGEMENT
Based on its analysis of a given situation, the ICRC defines objectives and outcomes, as well as the corresponding strategies, plans of action and indicators for each of the contexts in which it operates. These are organized according to target populations, with activities listed according to programme (see Programme description below); the accounting system follows the same structure. Changes in the situation during the year may necessitate changes in the plans and targeted results.

The annual appeals inform donors about these objectives, plans of action and indicators, and the corresponding budget. The ICRC also produces annual reports, which provide descriptive, quantitative and financial information against those objectives, 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 in terms of output, outcome or, where information is available, impact.

The ICRC follows a result–based approach to management, whereby it focuses on the expected results at each stage of the management cycle (see The ICRC’s approach to result–based management – improving humanitarian action for more information).

COORDINATION
Besides its close coordination and cooperation with its Movement partners (National Societies and the International Federation), the ICRC coordinates its humanitarian response with other relevant players – be they state or non–state actors, UN agencies or international, regional, national or faith–based organizations – the diversity of which adds to the complexity of coordination work.

By participating in regional and field coordination meetings and in bilateral discussions, the ICRC seeks to help provide the best possible protection and assistance for people affected by armed conflicts and other situations of violence, mitigate gaps and duplication, and ensure that any humanitarian response supports people’s own recovery and resilience–building efforts. It emphasizes that needs should be met by the organizations best placed to do so in terms of skills, capabilities, access and funding in the context concerned.

The ICRC shares with other humanitarian organizations – to the extent compatible with its neutral, impartial and independent stance and its confidential dialogue with States and parties to conflict – its analysis of a given context or security situation, the results of the needs assessments it carried out, and its technical expertise. To preserve its strictly humanitarian approach, the ICRC favours interacting with humanitarian agencies that are operational on the ground and avoids being associated with any approach that undermines its humanitarian mission and the Fundamental Principles of impartiality, independence and impartiality. This stance has been useful in situations where the UN plays a strong political role or is engaged in peace operations alongside humanitarian work. While the ICRC participates as a “standing invitee” in the Inter–Agency Standing Committee and as an observer in humanitarian country teams and other coordination forums, it remains outside the UN and its cluster systems.

The ICRC also maintains relations – ranging from membership or partnership to engagement – with many other international players, including the humanitarian branches of regional intergovernmental organizations and international NGOs. ICRC is a member of the Steering Committee for Humanitarian Response, and of the International Council of Voluntary Agencies, with whom it engages on systemic humanitarian issues and policymaking.

TARGET POPULATIONS IN FIELD OPERATIONS
In setting its field objectives and plans of action, the ICRC employs a standard list of five target groups, divided into two broad categories.

- The first category is of people affected: the individuals or groups that experience the direct and/or indirect effects of a confirmed or emerging armed conflict or other situation of violence. They do not or no longer take a direct part in...
The second category comprises influential actors, their strengths and capabilities. That meet their specific needs and vulnerabilities and leverage violence and/or detention, as well as their access to services determine their experience of the conflict, other situations of backgrounds, including context-specific factors, which may Each group comprises women, girls, boys and men of different backgrounds, including context-specific factors, which may determine their experience of the conflict, other situations of violence and/or detention, as well as their access to services that meet their specific needs and vulnerabilities and leverage their strengths and capabilities.

- The second category comprises influential actors, including those within the Movement. The ICRC works with influential individuals or institutions to promote full respect for IHL and 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 that are in a position to stop or prevent violations of IHL or other fundamental rules protecting people in situations of violence, and to protect or aid those affected when humanitarian problems arise. They are also in a position to facilitate (or hinder) the ICRC’s access to people and/or foster acceptance of the ICRC’s work. This category includes political authorities, armed, police and security forces, non-state armed groups, the media, associations of various kinds, NGOs, community leaders, religious authorities and other opinion-shapers, economic entities, academic institutions, young people and other representatives of civil society.

- The Movement: In addition to the ICRC, the Movement comprises the National Societies and their International Federation. There are currently 192 recognized National Societies, in as many countries (the Movement’s Principle of Unity requires that there can only be one National Society in a given country), carrying out humanitarian services for the benefit of people affected by crises and supporting the provision of essential services for particularly vulnerable communities. The Movement components are bound together by their statutory framework, their commitment to the Fundamental Principles and their common brand. The ICRC considers the National Society as its primary national partner in each country where it operates, working in partnership with and investing in it to further enhance its emergency preparedness and response capacities, as well as its financial sustainability.

As the ICRC aims to deliver a comprehensive humanitarian response, in collaboration with others, for all people affected by armed conflict or other situations of violence, neither its programmes nor their corresponding budgets are designed to cater solely to one of the specific groups described above (see Contributions below).

ENSURING ACCOUNTABILITY TO AFFECTED PEOPLE

The ICRC applies a people-centric approach to humanitarian work that is underpinned by the Fundamental Principles, especially humanity and impartiality, and the “do no harm” principle. It seeks to stay close to people affected by armed conflict and other situations of violence, to be able to understand their needs, priorities, vulnerabilities, abilities and coping mechanisms as they see them. The ICRC considers accountability to people affected by armed conflict and other situations of violence as both an ethical approach to bearing its responsibilities and an effective way to build trust and acceptance; ultimately, it is a way of enhancing the impact of the organization’s work.

The ICRC’s institutional framework on accountability to affected people articulates how to use power responsibly: by taking account of, and being held accountable to, those who are affected by the use of such power. The ICRC recognizes the importance of obtaining and understanding how people view their own needs, to find and design their own solutions, and acknowledges the diversity of the people within a community and the range of their needs and abilities. For example, it strives to ensure that the realities, specific vulnerabilities and perspectives of women, girls, boys and men of all ages, disabilities and various backgrounds are identified and considered in its response. All these are aimed at making sure that people affected have the power to co-design humanitarian activities (see Comprehensive analysis and multidisciplinary approaches above).

The ICRC has in place a verification framework that helps assess institutional performance on ensuring accountability to affected people. Meant to reinforce good practices and address gaps, this framework is applied by ICRC delegations with the support of specialists from different levels of the organization. Delegations, and ICRC staff members in general, can also draw from training modules, case studies and other resources, some of which include topics related to inclusive programming.

The ICRC strives to foster a protective, participatory and enabling environment for conflict-affected people. To this end, it is improving its engagement with communities by offering more robust, effective and confidential two-way
communication channels for feedback and complaints, and reinforcing its ability to respond to and act on these; for example, some ICRC delegations have put up community contact centres. It is also enhancing its ability to collect and analyse data disaggregated by sex, age and disability, so that it can design and deliver more inclusive programmes. All this is tied to the broader aim of ensuring that everyone affected by conflict – regardless of their sex, gender, age, whether they have a disability or not, or other context-specific diversity factors – has equal access to ICRC assistance and protection activities.

Community-based protection is an important part of the ICRC’s operations. It actively contributes to the ICRC’s fulfillment of its commitment to remaining accountable to people affected by armed conflict and other situations of violence. Community-based protection involves an inclusive and participatory approach. It aims to help communities affected by conflict and other crises address the protection issues they face, either by reducing their vulnerabilities and/or supporting their capacities and constructive coping strategies, with the goal of enhancing their protection, including their self-protection.

The ICRC coordinates its work on accountability to affected people with National Societies and the International Federation, in line with commitments to ensuring a consistent and coordinated Movement approach.

The ICRC has also widened the scope of its activities for people with disabilities to include not only support for rehabilitation services for persons with physical disabilities but also efforts to promote the social inclusion of persons with physical, psychosocial, intellectual or sensory impairments and ensure that its own programmes are inclusive and accessible. Furthermore, it is improving its policies and practices related to the employment of people with disabilities and making ICRC offices physically accessible to them. These are part of broader institutional efforts to build a more diverse workforce and inclusive working environment in relation to gender, age and disability, among other factors.

**PROGRAMME DESCRIPTIONS**

The ICRC’s programmes are designed to respond to the diverse humanitarian needs arising from armed conflict and other situations of violence, in line with the organization’s mission. The means by which a programme is implemented are called activities; the organization’s programmes involve a wide range of activities that fall within its specific areas of expertise and often require specific 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 or other situations of violence, the ICRC has adopted a protection approach that aims to ensure that the authorities and other stakeholders involved fulfill their obligations and uphold the rights of individuals protected by law. It also tries to prevent and/or end actual or probable violations of IHL and of other bodies of law protecting people in such situations. Protection focuses on the causes, circumstances and consequences of violations, targeting those responsible and those who can influence them.

People in need of protection may include: resident and displaced civilians; vulnerable migrants; people deprived of their freedom (in particular: those held in relation to an armed conflict, including POWs; those facing serious protection risks; and those with other special needs that are not adequately addressed); people separated from their relatives because of conflict, violence or other circumstances such as natural disasters or migration; and missing persons and their families. Fighters and other persons participating in the hostilities also indirectly benefit from the ICRC’s work in this domain, particularly in relation to the organization’s advocacy on prohibiting certain weapons and tactics of warfare.

As a neutral, impartial and independent humanitarian organization, the ICRC seeks to ensure that all parties to 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 armed conflicts or other situations of violence. In response to violations of these rules, the ICRC endeavours, through constructive and confidential dialogue, to encourage the parties and authorities concerned to take corrective action and to prevent any recurrence. ICRC delegations monitor the situation and the treatment of the civilian population and people deprived of their freedom in their given contexts, discuss their findings with the authorities concerned, recommend measures, support the authorities in implementing them and conduct follow-up activities.

**Protection of the civilian population**

Protection activities for the civilian population involve:

- monitoring the situation of individuals and communities who suffer or are at risk of suffering the consequences of armed conflict or other violence, and helping them reduce their exposure to those risks and to reinforce their protection mechanisms
- engaging in dialogue with the relevant parties at all levels to discuss humanitarian issues, remind them of their legal obligations and support their compliance efforts

**Protection of people deprived of their freedom**

The objective of the ICRC’s activities for people deprived of their freedom is to ensure that their physical and mental integrity is fully respected and that their treatment and living conditions are in line with IHL, international human rights law, domestic law, and other relevant legal frameworks and standards. The ICRC strives to prevent forced disappearances, ill-treatment and other failures to respect fundamental judicial guarantees or procedural safeguards, and to restore and maintain family
links (see below). It also aims to support, in a multidisciplinary manner, the authorities’ efforts to prevent and address situations of overcrowding and, whenever necessary, takes action to improve living conditions and treatment. These activities involve:

- 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 the situation of individual detainees with specific needs;
- re–establishing and maintaining family contact, such as by facilitating family visits, forwarding RCMs or offering video calls;
- fostering a confidential and meaningful dialogue with the authorities at all levels regarding any humanitarian problems that may arise and the action and resources required to improve the situation;
- under specific conditions, providing material assistance to detainees and implementing technical interventions within places of detention; and
- supporting the various efforts and reform processes undertaken by prison administrations and authorities to address concerns at the systemic level, for more sustainable impact.

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 the ICRC’s 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, or the ICRC must be able to draw up lists of their names to enable the follow–up of such people individually.

**Protection of family links (for the civilian population and for people deprived of their freedom)**

Family–links services encompass a broad range of activities that aim to: prevent family members from becoming separated; enable relatives to contact each other; reunite families; clarify the fates of missing people; and prevent more instances of people becoming unaccounted for. The Movement’s worldwide family–links network – composed of National Societies and the ICRC – helps people to reconnect family members dispersed as a result of armed conflict and other violence, detention, migration, natural disasters and other circumstances that require a humanitarian response. The network’s efforts include:

- organizing the exchange of family news through various means (e.g. RCMs, phone calls, satellite phones, radio broadcasts, the internet)
- tracing people separated from their families, including vulnerable adults and minors (e.g. unaccompanied and separated children, children formerly associated with weapon bearers);
- registering and keeping track of individuals to prevent their disappearance and enable their families to be informed about their whereabouts;
- repatriating people;
- reuniting people, including children, with their families;
- facilitating family visits to people deprived of their freedom;
- collecting, managing and forwarding information on deaths; and
- issuing ICRC travel documents for people who, owing to conflict, other 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, reunite with their family, or resettle in a third country.

Activities for missing persons aim to shed light on the fate and/or whereabouts of people who are unaccounted for as a consequence of armed conflict and other violence, detention, migration, natural disasters and other circumstances that require a humanitarian response, and thereby help alleviate the suffering caused to their relatives by the uncertainty surrounding their fate (sometimes referred to as a sense of “ambiguous loss”). The ICRC pursues a strictly humanitarian approach to the issue, which involves:

- advocating and supporting the development of normative frameworks for clarifying the fate of the missing and helping their families, for instance, by helping governments to draft, enact and implement legislation that aims to: prevent people from becoming unaccounted for (e.g. by ensuring the proper management of human remains); ascertain the fate and whereabouts of missing persons through the establishment of national mechanisms, search committees and other measures; and to protect and support the families of missing persons;
- working with the families of missing persons and with the relevant authorities and organizations to accelerate the tracing process, for example by: providing technical advice to national authorities; chairing coordination mechanisms between parties to past conflict; collecting tracing requests; making enquiries in camps or communities hosting displaced people, and in places of detention; searching archives for information on possible gravesites; and publishing and updating lists of persons reported missing or pictures of people looking for their relatives; and
- in close cooperation with ICRC staff members carrying out assistance activities, assessing the multifaceted needs (e.g. psychosocial, economic, legal, administrative) of the 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 institutions.
Forensic services

Humanitarian forensic services are designed to ensure the safe, proper and dignified management of human remains – in line with obligations under IHL and other legal frameworks, and the cultural and religious needs of the people affected. They also aim to develop and promote best practices – on how to properly manage human remains during mass fatality situations, for instance – in the field of forensic science, as they relate to the search for the missing, to ensure that people do not become unaccounted for.

Such activities include:

- technical advice for national authorities and other stakeholders, with a view to preventing the mismanagement of the deceased, and disappearances – for instance, advice on developing plans for mass-fatality situations and improving coordination among agencies;
- supporting medicolegal systems, forensic experts and first responders in the management, analysis and documentation of human remains, including the management of gravesites, following conflict or other situations of violence, migration, natural disasters or other situations requiring a humanitarian response;
- actively working with authorities to collect, manage and analyse the data of missing persons, biological reference (DNA) samples, and data of unidentified persons for humanitarian purposes such as identifying human remains; and
- providing support – including training, infrastructural works and donation of equipment – for building forensic capacities.

ASSISTANCE

The ICRC’s assistance activities address the humanitarian consequences of armed conflicts and other situations of violence, including the repercussions of violations of IHL or other fundamental rules protecting people in armed conflicts and other situations of violence. They also aim to help people maintain adequate and dignified standards of living, in line with their social or cultural contexts, and reduce the public health hazards to which they are exposed to as consequences of conflict. These activities may also tackle the causes and circumstances of such violations by reducing people’s exposure to risk and, whenever possible, build the resilience of communities and systems to reduce the potential impact of future shocks.

People targeted by such activities are primarily resident or displaced civilians, groups with specific needs such as minorities and the families of people who are unaccounted for, the sick and the wounded (both weapon bearers and civilians) and people deprived of their freedom. They are supported until they are able to address their needs independently or the authorities and other organizations providing essential services to them are able to do so.

Economic security

These activities are designed to help conflict- and violence-affected individuals, households or communities cover their essential needs and expenditures in a sustainable manner, given the physiological, environmental and cultural requirements. They, therefore, support wider public health outcomes and, where appropriate, encompass prevention and protection components to also tackle the roots of the economic causes and consequences of armed conflict and other situations of violence.

The activities – which are managed both independently and in partnership with other actors – are planned and implemented according to the needs and capacities of the people concerned and come in three broad forms:

- relief activities cover people’s most urgent needs in the immediate aftermath of a shock; the objective is to protect lives and livelihoods by providing people with goods, cash, vouchers and/or services essential for their survival when they can no longer obtain these through their own means;
- livelihood-support activities strengthen resilience by re-establishing or enhancing the livelihoods of violence-affected groups by helping restore, protect or enhance their means of production and/or income-generating activities; and
- structural support activities aim to contribute to restoring or building the capacities of service providers and market systems in conflict- and violence-affected areas, and consequently, to help them support people’s ability to maintain livelihoods by providing, for example, agricultural or livestock services and access to goods and market opportunities.

Water and habitat

These activities are designed to mitigate the impact of armed conflict and other situations of violence through the development of public health engineering interventions related to essential services.

During emergencies, essential infrastructure may be damaged by fighting, and basic services may not work or may be inaccessible. People may be forced to leave their homes to look for water in a hostile environment. The ICRC helps ensure access to essential services such as water, sanitation, or energy by implementing projects in both urban and rural contexts – these may include taking emergency action, supporting existing systems, and providing shelter to people. Whenever needed, water and habitat activities encompass prevention and protection components to also tackle the root causes of public health issues in conflict settings.

In protracted crises, the priority is to support and strengthen essential services through initiatives taken in conjunction with the authorities and service providers. The ICRC aims to reach sustainable outcomes to meet the population’s needs, and to build the resilience of essential services systems. This includes increasingly developing partnerships with development actors or the private sector for broader and more sustainable impact.
Furthermore, water and habitat activities support and complement other ICRC activities, as part of the ICRC multidisciplinary approach, when engineering services are required to achieve humanitarian outcomes in places of detention, in medical, educational, or forensic structures, and in the field of agriculture, for example.

**Health**

The ICRC implements a public-health approach to addressing the health-related needs of people affected by armed conflict and other situations of violence. Its activities are designed to cover both curative and preventive care. Based on its analysis of the situation, people’s needs, and other entities present, it can provide health-care services directly or in partnership with others, support existing facilities, or mobilize the authorities and others to assume these responsibilities. It may also respond with a combination of these actions.

The main areas of the ICRC’s health response are described below.

- **First-aid services and pre-hospital care** aim to ensure that people in need of immediate and urgent care receive safe, humane and effective treatment, or are referred to the right place for further care if needed.

- **Primary-health-care services** seek to guarantee a first point of access to health care for people affected by armed conflicts and other situations of violence. They are geared towards communities and include vaccinating children, providing ante-natal care for pregnant women, monitoring and treatment of chronic diseases and running mobile health units.

- **Mental-health and psychosocial support** covers a wide range of activities to address psychosocial, psychological and psychiatric conditions caused or exacerbated by conflict, at the level of the individual, the family and the community.

- **Physical rehabilitation programs** are designed to provide care to people with physical and mental disabilities. Those services include the provision of mobility devices (prostheses, orthoses, walking aids and wheelchairs) and appropriate physiotherapy and psychological support, as well as other services. Physical rehabilitation is also a means of integrating physically disabled people into families and communities, schools and workplaces.

- **Health in detention activities** aim to protect the life and health of detainees. They also seek to ensure that detaining authorities respect detainees’ dignity and their right to receive, at all stages of their detention, services that are at least of an equivalent quality to what is available in the community outside the detention facility and/or what the local health ministry and international standards recommend for public health facilities.

In carrying out its health-care activities, the ICRC seeks to ensure a continuum of care and an integrated approach that covers the areas described above. It works to maintain its expertise in first aid and surgical care for the weapon-wounded, health care for people deprived of their freedom and physical rehabilitation for people with impaired mobility, spearheading innovative practice and setting standards in these fields.

The ICRC also works to respond to the new and emerging health needs of people affected by armed conflict and other situations of violence; its response is tailored to the given context and the needs identified.

Moreover, the ICRC is committed to undertaking and leading efforts to help prevent and respond to the violence affecting health-care personnel, infrastructure and transport services.

**Weapon contamination**

The ICRC’s responses to weapon contamination are designed primarily to reduce the dangers for communities living in areas affected by landmines, cluster munitions and other explosive remnants of war or by chemical, biological, radiological and nuclear (CBRN) weapons or agents; the organization also seeks to ensure that its work in contaminated environments is carried out safely.

The ICRC works with National Societies and the domestic authorities responsible for activities in this field, and may provide training, mentoring and other support to help them develop their capabilities, in line with the applicable internationally recognized standards and practices. Responses are adapted to each situation and can comprise a range of activities across ICRC programmes. They involve:

- collecting, managing and analysing data on incidents, victims and contaminated areas;
- raising awareness of risks, liaising with communities and clearance/decontamination operators, and promoting IHL provisions on weapon use and mitigation measures after active hostilities;
- contributing to risk reduction (weapon contamination and the risk/presence of CBRN agents are included as potential sources 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 those capable of clearing mines, explosive remnants of war or CBRN agents in contaminated environments, in line with 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, may deploy specialist teams to conduct short-term contamination surveys and clearance tasks);
- improving capacities and skills in blast trauma care by training those who may encounter casualties during an explosive ordnance assessment or disposal operation; and
- supporting the efforts of states party to weapons treaties to fulfil their obligations (the ICRC provides technical support to authorities willing to destroy their obsolete ammunition/stockpiles according to their treaty-based obligations).
**PREVENTION**

Prevention activities aim to foster an environment conducive to respect for the lives and dignity of those who may be affected by armed conflict or other situations of violence, and which 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 promoting acceptance of the ICRC’s work, communicating, developing and clarifying IHL, and helping advance the implementation of IHL and other relevant bodies of law.

**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 rules. Implementation activities 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, understand the law applicable in such situations and abide by it. This involves:

- promoting IHL treaties by making representations to the relevant authorities, providing training in IHL, contributing to capacity-building efforts, and drafting technical documents and guidelines to help further national implementation;
- providing legal advice and technical support for the national implementation of IHL, and 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; translating texts on IHL into different languages;
- promoting the creation of national IHL committees and supporting existing ones;
- encouraging and helping authorities to integrate IHL into the doctrine, education and training of national armed forces (international rules and standards for policing and international human rights law, in the case of police and security forces), and into training and academic programmes for future leaders and opinion-makers;
- developing and implementing approaches for influencing the attitudes and actions of political authorities and weapon bearers; and
- 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 the clarification of IHL-related concepts, in order to make the law more effective and to respond to needs arising from technological progress and the changing nature of armed conflict. The ICRC also analyses the development of customary IHL by assessing states’ practices. This involves:

- taking part in meetings of experts and diplomatic conferences held to develop new treaties or other legal instruments;
- monitoring developments, conducting studies, producing articles and guidance documents, organizing expert meetings and drafting proposals; and
- promoting acceptance by governments and other key stakeholders of the ICRC’s positions on emerging IHL-related issues.

**Communication**

The following complementary communication approaches are key to preventive action – in addition to supporting the other three programmes, and to being an integral part of the ICRC’s operations and positioning – and facilitate the ICRC’s access to people affected by armed conflict:

- communication that aims to inform, influence 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;
- direct engagement with communities, to provide them with information in a timely, transparent and accountable manner, and to help gather their feedback;
- processes to scan and analyze the humanitarian environment at global, regional and local level, with a view to identifying, understanding, anticipating and addressing perceptions and issues that can impact the ICRC’s ability to operate, including misinformation and disinformation;
- development of communication approaches and tools to mobilize key target groups – such as leaders and opinion-makers – in favour of respect for IHL and acceptance of ICRC action for people affected by armed conflict;
- enhancement of the communication capacities of National Societies and strengthening of the public positioning of the Movement as a whole; and
- production of digital, print and audiovisual communication materials to support and raise awareness of the ICRC’s activities; translation of these materials into different languages; and digital engagement with the public and with specific groups, including existing and potential donors and other supporters.

**Weapon-related issues**

The ICRC promotes 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 on the use of weapons and the development of additional norms in response to the field realities witnessed by the ICRC or the emergence of new technologies. This involves:
making representations to governments and weapon bearers;
providing an IHL-based perspective on weapon-related issues in national and international forums;
holding meetings of military, legal, technical, medical 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 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 an IHL-based perspective in meetings on relevant arms treaties;
offering policy guidance and technical support on mines and other arms-related issues to National Societies and representing the Movement internationally on these matters; and
attending meetings with key mine-action organizations that contribute to the development of mine-action policy, methodologies and systems.

COOPERATION WITH NATIONAL SOCIETIES

The ultimate goal of the ICRC’s cooperation with National Societies is to provide people affected by armed conflict or other situations of violence with an effective, impactful and sustainable Movement response to their humanitarian needs. Cooperation activities aim to support the efforts of National Societies – primarily of countries affected or likely to be affected by an armed conflict or other violence – to strengthen their operational and organizational capacities; convene Movement partners around collaborative coordination mechanisms and processes; promote operational partnerships with the ICRC and National Societies; and enable an impactful collective response. This work includes co-developing and implementing Movement resolutions and policies that are adopted during the Council of Delegates and the International Conference, promoting adherence to the Fundamental Principles, and coordinating and cooperating with other Movement components, grounded in one another’s complementary mandates.

Movement components coordinate and collaborate around common goals in a variety of ways. Partnership efforts with the ICRC are formalized in written agreements, to ensure that the objectives and parameters of the working relationship are clear to each partner. Financial, administrative and reporting procedures form an integral part of such agreements, to ensure that the resources made available within the framework of the partnership are managed in such a way that ensures the maximum benefit is derived for people affected by conflict and other situations of violence. Ethical, conduct-related and legal commitments are also integral to such agreements, to further demonstrate the Movement’s commitment towards integrity and fostering trust, as enshrined in the Statement on Integrity commitments are also integral to such agreements, to ensure that partners to support a National Society’s development, such as operational. The ICRC also seeks to mobilize other Movement partners to support a National Society’s development, such as through partnerships with other National Societies working internationally who may provide assistance such as lending staff and expertise.

Coordination within the Movement

In line with its statutory responsibilities, the ICRC is responsible for coordinating, promoting and enabling the effective contribution and involvement of other Movement components in international operations to assist and protect people affected by the humanitarian consequences of armed conflict and other situations of violence. The revised Movement coordination framework adopted at the 2022 Council of Delegates – the Movement Coordination for Collective Impact Agreement or Seville Agreement 2.0 – commits the ICRC to apply and promote inclusive and collaborative coordination centred around the National Society of the country in which the conflict or other situation of violence is taking place.

To ensure the most effective collaboration and coordination among Movement partners during armed conflict and other situations of violence generating large-scale or prolonged needs of affected people, the Seville Agreement 2.0 commits Movement partners to a scaled-up coordination system convened by the National Society of the affected country, and co-convened by the ICRC. Together, they will ensure a clear direction for the Movement’s response, based on shared needs analyses and a clear division of tasks and responsibilities rooted in the complementary mandates, expertise and capacities of Movement components. The implementation of this coordination framework builds on the achievements and tools developed as part of the Strengthen Movement Coordination and Cooperation initiative launched at the 2013 Council of Delegates.

Supporting the capacity development of National Societies working in their own countries

Each National Society is responsible for designing, managing, implementing and monitoring its strategic vision and plan, including its own development. It is also responsible for seeking support from other partners from within and outside the Movement. In addition to working closely with it, the ICRC can provide National Societies with various forms of support, including financial, technical, logistical, and operational. The ICRC also seeks to mobilize other Movement partners to support a National Society’s development, such as through partnerships with other National Societies working internationally who may provide assistance such as lending staff and expertise.

The ICRC’s support is provided in close coordination with the International Federation, who has the primary responsibility for supporting National Society development. The ICRC’s specific areas of expertise in support of National Society development include:

- identifying and responding to the challenges National Societies face in ensuring operational access and acceptance in all contexts (Safer Access Framework);
- promoting IHL and the Fundamental Principles;
- preparing for and delivering healthcare and relief services during armed conflicts and other situations of violence;
- restoring family links through the worldwide family-links network;
- addressing risks linked to weapon contamination;
Operational partnerships with National Societies in their own countries

The ICRC and a National Society select activities for joint implementation that enhances humanitarian reach and impact, in line with their respective strategies and plans of action, while preserving their abilities to function as independent institutions and simultaneously bolster their operational capacities. Since the National Society’s capacities may vary, the ICRC’s support for the National Society’s development, as described above, often complements the operational partnerships. Partnerships with National Societies operating in their own countries are typically formalized in overarching partnership framework agreements, along with operations- or programme-specific agreements.

Operational partnerships with National Societies working internationally

Many National Societies have the resources and willingness to work internationally with the ICRC. They bring expertise, deploy personnel and provide cash, in-kind assistance and/ or other forms of contributions. The modalities of operational partnerships with these National Societies have developed and increased over the years, as have efforts to ensure the agreements to formalize these agreements are as inclusive and impactful as possible and adapted to local needs. These agreements are drafted in the spirit of good partnership principles, to reinforce the notions of co-ownership, mutual obligations and commitments. The ICRC continues to innovate and invest in a wide range of partnerships with National Societies, with a view to improving the quality and scope of the Movement’s footprint.

GENERAL

This section covers all activities related to the functioning of ICRC delegations that are not as a rule allocated to another programme. They include management, internal control and certain strategic negotiations.

ICRC FIELD STRUCTURE

Its broad network of delegations around the world enables the ICRC to respond in a timely, efficient and appropriate manner to the humanitarian needs resulting from armed conflicts and other situations violence, in line with its mandate.

ICRC delegations adapt to the specific needs in the contexts in which they operate and develop the most appropriate strategies. They also act as early-warning systems for nascent armed conflicts and other situations of violence and their potential consequences in humanitarian terms.

In ongoing or emerging crises, the delegations focus on operational activities such as protection, assistance, cooperation and preventive action at the responsive and remedial levels, to the direct benefit of the people affected.

In other situations, the delegations focus primarily on environment-building preventive action, cooperation with National Societies and humanitarian diplomacy, while remaining poised to become more operational should the need arise.

Many delegations cover only one country. Others cover several countries and are called “regional delegations”. Certain delegations are increasingly providing regional services for their respective regions, such as the Bangkok regional delegation as a training provider, the Egypt delegation in terms of communication and the Jordan delegation as a logistical hub.

The ICRC’s presence in the field can also take the form of a mission or other form of representation adapted to the particularities of the context or the specific functions assigned to the ICRC staff there.

REGIONAL BREAKDOWN

Delegations are grouped and managed in five geographical regions: Africa; the Americas; Asia and the Pacific; Europe and Central Asia; and the Near and Middle East.

At headquarters, a regional director is in charge of the management of and support for the operations in each region. The regional director answers to the director of operations and is also in charge of a multidisciplinary regional team representing headquarters services that may be involved as needed, such as protection, assistance, logistics, law, communication, cooperation within the Movement, humanitarian diplomacy, resource mobilization, human resources, finance, and logistics. The aim is to coordinate and focus the support provided by these various services, and to ensure the overall coherence of the ICRC’s response.

PLANNING AND BUDGETS

Each delegation sets its budget during an annual internal planning process, known in-house as the Planning for Results (PfR) process. It comprises a contextual analysis of the operational environment, an assessment of major risks that could prevent the ICRC from achieving its objectives, and the definition of objectives, plans of action, indicators and the corresponding budget for the year ahead.

All budgets are subject to yearly validation by the Directorate and the Assembly. Descriptive, quantitative and financial information, including yearly expenditure and implementation rates, is provided in ICRC standard reporting documents every year (see also The ICRC’s operational approach to result-based management — improving humanitarian action).
OPERATIONS WORLDWIDE

AFRICA
- Abidjan (regional)
- African Union
- Algeria
- Burkina Faso
- Central African Republic
- Chad
- Dakar (regional)
- Democratic Republic of the Congo
- Eritrea
- Ethiopia
- Kampala (regional)
- Libya
- Mali
- Mauritania
- Mozambique
- Nairobi (regional)
- Niger
- Nigeria
- Pretoria (regional)
- Somalia
- South Sudan
- Sudan

AMERICAS
- Brasilia (regional)
- Caracas (regional)
- Colombia
- Lima (regional)
- Mexico City (regional)
- New York
- Panama City (regional)
- Washington (regional)
- Brasilia (regional)
- Buenos Aires (regional)
- Caracas (regional)
- Lima (regional)
- Mexico City (regional)
- New York (regional)
- Panama City (regional)
- Washington (regional)

ASIA AND THE PACIFIC
- Afghanistan
- Bangladesh
- Beijing (regional)
- Jakarta (regional)
- Kuala Lumpur (regional)
- New Delhi (regional)
- Seoul (regional)
- Tokyo (regional)
- Beijing (regional)
- Bangkok (regional)
- Jakarta (regional)
- Kuala Lumpur (regional)
- New Delhi (regional)
- Seoul (regional)
- Tokyo (regional)

EUROPE AND CENTRAL ASIA
- Armenia
- Moscow (regional)
- Paris (regional)
- Brussels
- Budapest (regional)
- Brussels
- Brussels

NEAR AND MIDDLE EAST
- Egypt
- Gulf Cooperation Council (regional)
- Iraq
- Islamic Republic of Iran
- Israel and the Occupied Territories
- Jordan
- Lebanon
- Syria
- Yemen

As of 01.01.2023

Central Tracing Agency bureau for the international armed conflict between the Russian Federation and Ukraine

Central Tracing Agency bureau for the international armed conflict between the Russian Federation and Ukraine
**CONTRIBUTIONS**

**LEVELS OF EARMARKING**

Earmarking is the practice whereby donors require their contributions to be allocated for specific ICRC operations. The table below shows the overall framework agreed with donors for the earmarking levels of cash contributions to the ICRC.

<table>
<thead>
<tr>
<th>Level of earmarking</th>
<th>Range/restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unearmarked</td>
<td>contributions restricted to no other purpose than general field or headquarters operations</td>
</tr>
<tr>
<td>Loosely earmarked</td>
<td>contributions restricted to a given region and/or programme or target population (in the field or headquarters)</td>
</tr>
<tr>
<td>Country-earmarked</td>
<td>contributions restricted to one of the ICRC’s contexts in the field</td>
</tr>
<tr>
<td>Tightly earmarked</td>
<td>contributions restricted to a (sub-)programme or (sub-)target population within a specific context in the field or a specific organizational unit at headquarters</td>
</tr>
</tbody>
</table>

In the ICRC’s experience, its operational flexibility decreases when the degree of earmarking demanded by donors increases, with detrimental effects on its activities for people affected by armed conflict and other situations of violence. Moreover, managing specific earmarking and reporting requirements generates additional administrative work, both in the delegations and at headquarters. Existing standard reporting procedures have to be duplicated, or supplemented with new ones, to meet individual requests and specific reporting, audit and evaluation requirements.

The ICRC has defined guidelines to bring some uniformity and coherence to the management of earmarked funds. The guidelines include rules on contributions that the ICRC will not accept on principle. These include:

- contributions that are in contradiction to the Fundamental Principles, for example, those that seek to support only a specific category of beneficiaries (e.g. an ethnic or religious group);
- contributions that seek to support only a specific sub-region of a country;
- visibility requirements that impinge on the security of beneficiaries or ICRC staff, and
- contributions that lead to double or over-financing (e.g. two different donors wishing to fund the same programme in the same country), as this would run contrary to recognized audit standards.

The ICRC may make exceptions and accept earmarking at programme or sub-programme level for a specific operation (tight earmarking) when there are agreed upon standard reporting requirements. These requirements not only seek to increase uniformity and coherence in managing contributions, they also establish a correlation between earmarking and reporting. Greater flexibility from donors regarding narrative and financial reporting enables the ICRC to manage tighter earmarking more effectively.

Earmarking is one of the issues often raised with the members of the Donor Support Group (DSG), a discussion forum made up of governments, supranational organizations and international institutions contributing a minimum of CHF 10 million in cash to the ICRC annually, and at other high-level meetings of those involved in the humanitarian field. The DSG assists the ICRC in its efforts to dissuade donors from earmarking their contributions and to improve its standard reporting system. In addition, the majority of DSG members accept the ICRC’s standard reporting as fulfillment of the reporting requirements related to their donations. The ICRC continues to encourage donors to ease their requirements, while maintaining its commitment to use funds as efficiently as possible. The commitment to improve reporting to donors is reinforced, for instance, through external audits and enhanced internal planning, monitoring and evaluation procedures.

**CONTRIBUTIONS IN KIND AND CASH FOR KIND**

Contributions in kind are those made in the form of food, non-food items or specific goods for the ICRC’s assistance activities. These are acquired according to a customary procedure: the ICRC requests specific goods needed for a given field operation; that request is then matched by a specific donor’s offer of goods. Once the ICRC accepts the offer, the goods are delivered by the donor directly to the ICRC’s local or regional warehouses. Donors may also provide cash contributions to cover the purchase of pre-defined goods by the ICRC.

**CONTRIBUTIONS IN SERVICES**

Contributions in services take the form of logistical assistance or staff on loan. The heading “in services” in the regional budget table indicates the portion of the budget that the ICRC estimates will be covered by this type of contribution.

**DESCRIPTION OF THE ACCOUNTING MODEL**

**OVERVIEW**

The ICRC’s financial system functions to preserve the ICRC’s operational capacity and independence while providing internal and external stakeholders with reliable and transparent financial information.

The accounting model draws a clear distinction between financial accounting and cost accounting. Financial accounting illustrates how financial, material and human resources are used. The aim of the financial accounting system is to record and report on financial transactions, including expenses, 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. Cost accounting promotes understanding of the processes and transactions (i.e. to determine the reasons for, and the objectives of, the costs incurred) used 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 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 and fixed assets). The information recorded in the peripheral modules is stored in the main module, the general ledger, and incorporated into a balance sheet and a profit-and-loss statement. Financial accounting provides information on the nature of the costs (e.g. employee compensation, consultants, transport, office maintenance). As it does not provide information about the origin of and the reason for costs, it does not assess results. In other words, it does not provide all 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. It links 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 include a 6.5% overhead charge on cash and services as a contribution to the costs of headquarters support for activities carried out by delegations. This is for the services essential to an operation’s success, such as human resources, finance, logistics and information technology, as described in the headquarters section of the yearly appeals. It covers approximately 40% 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 (e.g. a department or division at headquarters or a delegation in the field) in the ICRC generates costs as it consumes goods and services. The cost centre accounting system allows the driver of these costs to be identified and its responsibility for the type, quality and dimension of the transactions concerned specified. The cost centre reflects the structure of the unit to which the costs incurred within a given period are initially charged. The person responsible 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 insight into the financial resources consumed and the reason for the costs. Cost units accounting and reporting are based on the operational objectives defined using the PfR methodology. 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 of one another. Set together, they constitute the parameters of the PfR system. The total costs found in cost units accounting are equal to the total costs found in cost centre accounting. In the three dimensions described, different levels of aggregation are used to monitor activities correctly.

**Financial “organizational unit” dimension**

The financial “organizational unit” reflects the ICRC hierarchy in terms of responsibility for operational results. As most ICRC field operations are implemented in a specific geographical area, this dimension reflects the geographical structure of field operations. It determines the costs and income of a delegation, region or geographical zone and compares those costs and that income with the pre-defined objectives and results to be achieved. At headquarters, this dimension corresponds to directorates, departments and units.

**Target populations dimension**

In line with the PfR methodology, target populations are identified as relevant cost units and included in the project dimension (for the definition of target populations, see Target populations in field operations above).

**Field programme dimension**

In field operations, programmes are slices of institutional objectives cut along the lines of the ICRC’s core activities. They represent the ICRC’s areas of competence translated into products and services delivered to people affected by armed conflict (see Programme descriptions above).
Good governance and oversight are fundamental to the ICRC’s efforts to ensure that it is implementing its strategy and achieving its objectives in an effective manner, while protecting its various tangible and non-tangible assets, including its workforce, and its reputation. This document describes the ICRC’s governance and organizational structure, with a focus on risk management and assurance functions.

GOVERNANCE AND ORGANIZATIONAL STRUCTURE

At the ICRC, roles and responsibilities related to risk and assurance are distributed following the Three Lines Model, as illustrated below.

The governing bodies bear the ultimate responsibility for the activities of the different lines. They ensure that the appropriate assurance structure and processes are in place for effective governance.

Managers and staff responsible for the delivery of operational activities to people affected by conflict and other situations of violence are part of the first line. They own the risks in their respective areas of work and bear the responsibility for managing them as part of their daily activities, including in relation to risk-based internal controls.

They are assisted in their role by second-line functions, which are divided into three categories in the ICRC’s organizational assurance model:

- The advising second-line function, carried out by risk and assurance managers in departments, divisions, regions and delegations, provide complementary expertise, advice and challenge to staff and managers in their respective areas of work or geographical remit for the management of risks and the design and implementation of internal controls.

- The coordinating second-line function: the Ethics, Risk and Compliance Office in the Executive Office of the Director General. It plays a specific coordination role in the ICRC’s decentralized-federated assurance operating model (see below). The office is tasked with ensuring effective communication, coordination and collaboration among the different roles under its responsibility by: providing capacity-building support and a new functional line management for risk and assurance experts in various departments, divisions and delegations; maintaining an overview of dedicated risk and assurance resources; defining global metrics and joint reporting on activities; and providing global frameworks, tools and communication platforms.

- The control testing second-line function tests and monitors the effective execution of internal controls on key processes along the ICRC value delivery chain. It is part of the Ethics, Risk and Compliance Office, and provides recommendations to ICRC management teams, contributing to the improvement of the internal control system and the identification of significant risks.

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1. The ICRC Internal Control Framework (2018) describes roles and responsibilities using the internationally recognized Three Lines Model defined by the Institute of Internal Auditors (IIA) (July 2020).
The third line (Internal Audit) provides independent assurance and draws conclusions on the overall effectiveness of the governance, risk management and control activities.

The ICRC has opted for a decentralized-federated assurance operating model wherein risk management and control activities remain in the business functions where the knowledge resides, allowing for fit-for-purpose solutions and a shared sense of purpose among those involved. Each department and delegation is responsible for identifying, assessing and responding to its own risks, and for designing and implementing appropriate risk mitigation measures, using policies, procedures and controls adapted to their specific areas of work and context. The Ethics, Risk and Compliance Office is responsible for ensuring good coordination, collaboration and communication among the different risk and assurance functions in the second and third lines.

The different roles across the organization work collectively to ensure the integration of effective risk management practices, thereby creating and protecting value for the ICRC and its key stakeholders. Alignment of activities is achieved through global frameworks and shared objectives. This, in turn, ensures the reliability, coherence and transparency of the information necessary for risk-based decision making, and provides more assurance to the ICRC’s governing bodies and its external stakeholders.

Communication, collaboration and coordination are also crucial to eliminating unnecessary duplication of activities, overlaps and/or gaps, especially in a decentralized operating model. They help leverage knowledge and optimize resources among the different roles.

The roles and functions of the ICRC’s governing bodies, including oversight and executive bodies, and key risk assurance functions are described in the following sections. This is not an exhaustive list of the ICRC’s executive bodies or a comprehensive description of their responsibilities beyond their risk and assurance functions.

GOVERNING BODIES

The governing bodies of the ICRC, comprising the Assembly, the Assembly Council and the Office of the President, have overall responsibility for institutional policy, strategy, and decisions related to the development of IHL. They oversee all ICRC activities – at headquarters and in the field – and they approve the ICRC’s annual objectives, plans of action and budgets. They also monitor the implementation by the Directorate of the decisions of the Assembly or the Assembly Council. Governing bodies are assisted in their task by the Audit Commission and the internal auditors. See ICRC governing and controlling body for more information on the Assembly, the Assembly Council and the Office of the President.

OVERSIGHT BODIES

The ICRC’s oversight bodies include the Audit Commission, the Data Protection and Independent Commission, Internal Audit and external auditors. For more information on each one, see the ICRC governing and controlling bodies.

EXECUTIVE BODIES

Directorate

The Directorate is the executive body of the ICRC. It is principally responsible for ensuring that the institutional strategy established by the Assembly or the Assembly Council is implemented, and that its general objectives are met. The Directorate is also responsible for running the administration of ICRC operations and ensuring their effectiveness.

The director-general sets the administration’s general priorities, directs the decision-making process and supervises the implementation of decisions made. He plays a key role in detecting and managing crises and risks; structuring and framing the organization; and identifying and tackling cross-cutting issues. The director-general is accountable to the Office of the President and the Assembly, in terms of the Directorate’s objectives and activities and the results achieved.

Platform for Organization and Management

The Directorate set up the Platform for Organization and Management (POM) in July 2010 to tackle issues related to the organization’s internal operations. Each ICRC director designates a representative of their department – currently operating managers – as a core member of the POM and to be responsible for making decisions on behalf of their respective departments. The chief of staff to the director-general acts as the chair of the POM.

The POM plays an important role in promoting coherence and efficiency in identifying issues, decision-making and follow up across departments. Its decisions, recommendations and observations feed into the Directorate’s discussions and helps align the work of the different departments and the interaction between the field and headquarters. Since 2021, the POM has been designated as the Risk & Assurance Committee.

RISK AND ASSURANCE FUNCTIONS

The following is a list of ICRC divisions, units and offices that contribute to risk and assurance activities in the second line (see the Three lines model above). Some of these functions are based at the ICRC headquarters; others are located at the shared services centres in Manila, Philippines, and in Belgrade, Serbia; and others are based in ICRC delegations across the world.

Ethics, Risk and Compliance Office

The Ethics, Risk and Compliance Office is based in the Executive Office of the Director-General, under the Organisational Resilience pillar. It has five inter-connected functions –

2. According to Article 8 of the ICRC Statutes, the organization’s governing bodies are the Assembly, the Assembly Council, the Office of the President, the Directorate, the Internal Audit Unit, and the Data Protection Independent Control Commission. This document focuses on the functions and activities of different ICRC bodies (governing bodies, executive bodies, departments, divisions, units, delegations) within the framework of internal control, compliance and assurance mechanisms; therefore, each section may not be exhaustive, but only lists the bodies and activities directly relevant to the focus of the report.
ethics, risk management, assurance (including the testing and monitoring), investigations, and compliance reporting – that contribute to building a coordinated, structured and systematic approach to risk management, internal control, investigations and behavioural ethics, for the benefit of the ICRC, its staff members and the people affected by armed conflict and other situations of violence who are at the centre of the ICRC’s mandate and mission.

The Ethics, Risk and Compliance Office focuses on strengthening the ICRC’s culture of integrity by reinforcing the importance of ethical and risk-based decision making in the organization’s daily work. It seeks to: establish and maintain the structure of the overall assurance landscape by developing ethical, principle-based frameworks and supporting their execution; foster the development and maturing of risk management and internal control systems; support managers in their efforts to mitigate major risks; facilitate the mainstreaming of integrity efforts in relation to staff behaviour; and enable the prevention and detection of, and response to, breaches of the Code of Conduct and related policies and procedures. All allegations3 of potential violations of the Code of Conduct by ICRC employees are independently handled by the office’s Investigation Unit. The section on Processes and integration below describes the office’s main functions in more detail.

Risk and assurance managers and units

In line with the ICRC’s decentralized operating model, risk and assurance managers are appointed in the departments, divisions, delegations or regions to support management and first-line staff (see Three-lines model above) in carrying out their responsibility to manage risks and implement internal controls. They communicate and collaborate through the Risk & Assurance Group and use common tools. Their work is guided by the frameworks and policies described in the next section.

Information Security Board

The Information Security Board is responsible for monitoring and managing institutional risks related to information security. It focuses on global risks and oversees risk mitigation measures, such as the validation of strategies, policies and assessments, and the monitoring of their implementation and impact. It also makes recommendations to ensure that new projects and innovation initiatives comply with information security standards.

Data Protection Office

The Data Protection Office independently supervises the implementation of the ICRC’s rules on personal data protection. It contributes to their consistent application across the organization in support of departments and of operations. It is responsible for ensuring the rights of data subjects under the ICRC rules, answering to their petitions and referring to the DPICC the cases for which it cannot provide a satisfactory solution.

Security and Crisis Management Support Unit

The Security and Crisis Management Support Unit, which is under the Department of Operations, is responsible for drawing up general policy related to field security, safety and crisis management, and for providing operational support to delegations through training, guidance, and field security and safety risk management reviews. It oversees crisis management procedures – including the rapid deployment mechanism – in line with the Crisis Management Framework, to support the ICRC’s ability to respond to emergencies and disruptive events.

Control Testing and Monitoring Unit

The Control Testing and Monitoring Unit is composed of a team of internal controllers and reviewers mostly based at the ICRC’s Manila Shared Services Centre. The unit contributes to the ICRC’s internal control system by performing tests to assess whether internal controls are executed properly by the first line (see Three-lines model above). It uses various techniques such as ongoing evaluations, periodic internal control missions in the field and walk-throughs. It gives feedback and makes recommendations to ICRC management teams for corrective action. It also maintains a pool of staff ready for immediate deployment to provide training and support to delegations, and to assist with selected projects at headquarters.

Evaluation Office

The Evaluation Office exercises centralized oversight, and oversee the development, of the ICRC’s evaluation strategy, guidelines and systems, with a view to ensuring good-quality evaluation and learning practices at the ICRC and their integration into operations and institutional and strategic objectives. It employs a collaborative and constructive approach to embedding evaluation in processes, operations and systems across the ICRC. Its main tasks include: implementing the ICRC’s evaluation strategy; providing guidelines and technical support to evaluation commissioners in delegations and at headquarters; and providing the systems for assuring the credibility and reliability of all evaluations implemented by the ICRC. The results of evaluations inform the risk assessment; in addition, evaluation can be used as a risk-mitigation measure in certain areas.

Code of Conduct Steering Committee

The Code of Conduct Steering Committee is responsible for the oversight of the Code of Conduct and the implementation of the Code of Conduct Framework. It drives change management, and exercises oversight over the application of the Code of Conduct and related operational guidelines and policies. It provides orientations and decides on matters relating to the prevention of and response to misconduct, including

3. With the following exceptions: allegations concerning members of the Directorate, including the director-general and staff members of the Office of the Director General, will be investigated by the Internal Audit. Allegations concerning the president and the vice-president will be investigated by an external law firm that will be engaged by the Internal Audit. Allegations concerning the head of the Internal Audit will be investigated by an external law firm. Allegations concerning the chief ombudsperson will be reviewed and assessed by an ad hoc cross-functional internal investigation committee.
investigations of alleged violations of the Code of Conduct; it approves key policies on preventing such violations. The committee is composed of: the directors of the Department of Operations and of the Department of People and Culture; the heads of the Communication and Logistics Divisions; the head of the Office of Corporate Legal Affairs; and the chief financial officer. The chief ethics, risk and compliance officer, who is also the head of the Ethics, Risk and Compliance Office, is the permanent secretary of the steering committee and chairs its quarterly meetings. The Internal Audit participates in these meetings.

FRAMEWORK AND POLICIES
The work of the governing bodies is guided by the ICRC Statutes, while the various risk and assurance functions are guided by the ICRC’s global assurance frameworks and policies described in this section.

RISK MANAGEMENT FRAMEWORK
The ICRC has developed a risk management approach aimed at ensuring a more systematic management of risks across the organization. The framework is aligned with internationally recognized standards and references, mainly the COSO guidance on enterprise risk management and the ISO 31000.

The Risk Management Framework defines the high-level institutional approach for risk management. It outlines the desired practices and processes in this area and sets global standards to be implemented gradually at all levels of the organization. While based on professional and industry best practices, it was customized to the ICRC’s requirements and the situation in contexts where the organization operates. The framework is complemented by risk management operational guidelines to further integrate risk management in key institutional processes and at all levels of the organization, including at the delegation, department, organization-wide and strategic levels.

The Ethics, Risk and Compliance Office works on strengthening the ICRC’s capacity to manage institutional and operational risks by providing advice to the governing bodies and ICRC management teams and by developing training material and tools related to risk management.

INTERNAL CONTROL FRAMEWORK
The ICRC Internal Control Framework is built on internationally recognized references around the five components of effective internal control.4

The framework describes the roles and responsibilities for internal control, following the three-lines model, and provides guidance and a methodology for the design, documentation and evaluation of internal controls. The scope of the framework goes beyond financial reporting and applies to non-financial objectives.

The framework is supplemented by operating guidelines for the documentation of internal controls and for internal control monitoring.

Many of the ICRC’s policies and procedures are documented and maintained in global reference manuals such as the Finance and Administration Manual, the Logistics Manual, the Code of Conduct, and various human resources and information technology (IT) policies. These policies and procedures apply to all ICRC staff globally. Whenever necessary, they are adapted to the local contexts where the ICRC is operating. They are also updated to reflect organizational changes, new risks, and external events, such as changes in accounting laws or regulations.

The Ethics, Risk and Compliance Office leads the implementation of the framework, leveraging the network of risk and assurance experts in the various divisions, departments, delegations and regions.

CODE OF CONDUCT FRAMEWORK AND POLICIES

The ICRC’s Code of Conduct reflects the organization’s commitment to ensuring that all its activities meet fundamental principles and rules concerning ethical conduct. It contains essential principles of behaviour that reflect the values underpinning the ICRC’s mission, and safeguards the high standards of integrity and professionalism adhered to by the organization.

The rules contained in the Code of Conduct are mandatory for all ICRC employees and constitute an integral part of their employment contract. The Code of Conduct, *inter alia*, prohibits fraud and corruption, harassment (including sexual harassment), abuse of power and sexual exploitation and abuse. The Code of Conduct also defines employees’ duty of discretion and the proper use of ICRC IT facilities. It serves as a declaration to beneficiaries, donors and the public about the way the ICRC operates.

The Code of Conduct Framework defines the direction, key activities and priorities concerning the implementation of the ICRC’s Code of Conduct. It is supplemented by the Code of Conduct Operational Guidelines, which serve to ensure that allegations of misconduct are managed in line with key principles such as confidentiality, protection of complainants from retaliation, due process and coherent sanctioning standards. The guidelines:

- define the reporting, investigation and inquiry processes, including ICRC employees’ rights, obligations and roles therein;
- establish the standards for planning and conducting inquiries and investigations and for preparing reports; and
- set out the process and minimum standards for disciplinary sanctions.

The ICRC has developed related policies to reinforce the Code of Conduct. These include the policies on the prevention and response to sexual misconduct and to fraud, which both apply to all ICRC activities and operations, covering the organization’s employees, suppliers and implementing partners. They clarify the responsibilities and standards of behaviour expected from employees and managers in terms of preventing and responding to fraudulent practices and to sexual misconduct.

The implementation of the Code of Conduct and related framework, operational guidelines and policies are under the responsibility of the Ethics, Risk and Compliance Office, which conducts various prevention activities such as training sessions for staff and various communication initiatives.

EVALUATION FRAMEWORK

The ICRC’s Evaluation Framework is based on internationally recognized best practices for evaluation in humanitarian settings and on the Fundamental Principles of the Movement. The Evaluation Office has adapted these standards to align with the ICRC’s unique mandate, working methods and environment. ICRC teams and units that commission evaluations are given guidance by the Evaluation Office on evaluation standards and a quality assurance mechanism. Key products in the evaluation process (e.g. terms of reference, inception reports and evaluation reports) must undergo a quality assurance process that provides constructive feedback to confirm whether the documents meet pertinent standards, and recommendations to strengthen them, where appropriate.

In addition to complying with the evaluation framework and standards, the ICRC requires professional evaluators to adhere to the ethical codes of conduct required by their national or regional evaluation associations, international industry standards, and the ICRC.

PROCESSES AND INTEGRATION

The assurance frameworks described above are translated into processes and annual activities involving the ICRC’s governing bodies, executive bodies, managers and various assurance units or functions. This section describes some of the main processes related to risk management, internal control and the investigation of alleged breaches of the Code of Conduct.

CYCLE OF RISK MANAGEMENT AND INTERNAL CONTROL PROCESSES AT THE ICRC

Risk assessment are performed to identify risks at different levels of the organization. Risk-mitigation actions are then identified, including internal controls and prevention activities, to prevent or reduce the identified risks. Testing activities, meanwhile, help ensure that the appropriate controls are in place and executed as intended. Internal control weaknesses identified through these activities, and alleged breaches of the Code of Conduct, are reported, with proper actions taken. The results of internal control testing activities and investigations are used to feed the risk identification step and guide misconduct-prevention work.

Through effective and efficient risk management, the ICRC aims to minimize the possibility that its objectives and operations are undermined by a failure to anticipate risks that might materialize. Risks are managed at several levels of the organization, as outlined below.
**TAXONOMY OF RISKS**

- **STRATEGIC RISKS**
  - Directly impact the ICRC’s fundamental ability to deliver its mandate/strategy
  - Institutional risks are governed and managed at governance level (Directorate and Assembly)

- **ORGANIZATION-WIDE RISKS**
  - Have a reach across the whole organization, but do not threaten the ICRC’s very existence
  - Operational risks are detached from institutional risks and governed and managed deeper within the organization

- **DEPARTMENT AND MÉTIER LEVEL RISKS**

- **FIELD RISKS**

**STRATEGIC RISKS**

Strategic risks threaten the ICRC’s fundamental ability to deliver its mandate and fulfill its strategy. These are the highest level of threat to the organization and, as such, the Assembly directly engages on them: the Assembly validates strategic risks and risk appetite, and regularly monitors the risks. The ICRC’s approach to strategic risks was developed in 2020; it is described in the organization’s strategic risk operational guidelines.

**ORGANIZATION-WIDE RISKS**

The ICRC conducts an annual review of major institutional risks (MIR) and the corresponding control measures, which are part of the MIR portfolio led by the head of risk-global. MIR are risks that can threaten the achievement of the ICRC’s objectives and have an impact on the organization as a whole. The annual risk assessments help ICRC managers make well-informed decisions on how to achieve objectives efficiently by anticipating risks, including decisions and analyses on such matters as: identifying the risks to avoid; reducing the ICRC’s risk exposure and/or limiting potential negative consequences; the additional measures to implement; and the extent to which the ICRC can knowingly accept risks.

The Directorate selects risks from the MIR portfolio for closer monitoring and decision-making as part of the quarterly reviews. The MIR annual report is shared with the Directorate, the Audit Commission and the Assembly as key information necessary for them to exercise their oversight roles.

**DEPARTMENT RISKS (HEADQUARTERS)**

Department risks are those risks – likely, probable or possible events or changes – that may affect a department’s ability to achieve its objectives and/or its enabling role in support of other functions impacting ICRC’s effectiveness and efficiency. Managing department risks is part of each department’s operational and managerial tasks, to ensure its ability to fulfill its specific role in the wider organization’s mandate.

**FIELD OPERATIONAL RISKS**

The ICRC establishes risk registers for major operational risks in all delegations, as part of the annual internal planning process. These risk registers provide an annual overview of the major operational risks identified by the delegations, how these risks evolve annually and how they are managed. They facilitate the monitoring of proposed mitigation measures and guide the ICRC’s annual planning and budget processes. The registers also provide a valuable risk profile for each delegation, for use by their managers and by others who play a role in the ICRC’s compliance-related activities. The field risk assessment process includes a mandatory self-assessment of the risk of fraud and sexual misconduct. The results are compiled in a field risk dashboard, which can be consulted by managers and risk and assurance experts to guide their oversight activities.

**SECURITY AND SAFETY RISK MANAGEMENT**

The ICRC’s security risk management approach relies on regular dialogue with all actors in the field and on the acceptance of the ICRC’s mandate and activities by those participating in hostilities. Decision-making responsibility is decentralized: it is devolved to ICRC staff members overseeing the implementation of ICRC activities on the ground. The resulting flexibility in decision-making and the proximity with actors in the field ensure that the ICRC’s response is adapted and relevant to the context, while striking a balance between expected humanitarian impact and identified risks. This culture of security risk management is embedded in all levels of the organization and supported by the Security and Crisis Management Support Unit at headquarters. Additionally, security and crisis management advisers, based in ICRC regional sites, provide delegations with guidance, training, crisis management and technical support in risk mitigation, including the implementation of the Minimum Security Requirements and the web-based Security Management Information Platform.
**PROJECT RISK MANAGEMENT (HEADQUARTERS)**

The ICRC’s Project Management Framework covers risk management procedures and tools applicable to institutional projects. The Enterprise Project Management Office and the head of risk—global, under the Ethics, Risk and Compliance Office, support the management of risks related to the implementation of transformational and/or critical projects. Risk management is part of a project manager’s responsibilities, while project steering committees are responsible for evaluating risks and making decisions accordingly. The Tech & Data Board, which was established by the Directorate, also manages risks pertaining to the portfolio of headquarters-led projects and programmes.

**PROCESS RISK ASSESSMENT (HEADQUARTERS AND FIELD)**

Risks related to daily operations are identified for the most critical processes under the responsibility of the respective divisions or departments. Those risks, also called “what can go wrong”, are reviewed when significant changes in procedures and systems occur or following organizational changes. Risk assessment at process level considers the risk of errors and fraudulent activities. The risks serve as the starting point for selecting and deploying risk-based preventive and detective internal controls.

**INTERNAL CONTROL FORMALIZATION**

As required by Swiss law, the ICRC’s internal control baseline is formalized for each key organizational process used for financial reporting and at the entity level (“entity-wide controls”). Each process is documented using a common framework, modeling tool, flowcharts and diagrams, as well as mapped to corresponding controls and risks. The documented baseline is reviewed at least annually, or more frequently if there are significant changes in the organization. The documentation serves as a basis for the communication to and training for staff and managers – who comprise the first line of risk and assurance – and for testing and monitoring activities.

“Entity-wide controls” (EWCs) are meta controls at the institutional level – they include, for example, the governing bodies, the Code of Conduct, human resources policies, and information technology. They are fundamental to a well-functioning internal control system that enable the ICRC to better manage risks and implement its strategic objectives. They serve as the “umbrella” of the ICRC’s controls and assurance processes and are documented annually in a matrix.

The annual evaluation of EWCs is coordinated by the Ethics, Risk and Compliance Office, as established in the Internal Control Framework. The evaluation is based on internationally recognized standards and national legal requirements. It is carried out as part of an evidence-based self-assessment exercise by managers and reviewed by senior management and the governing bodies responsible for the design and implementation of EWCs. The scope of the self-assessment is primarily on financial reporting, in compliance with Swiss law requirements for the documentation of the internal control system. However, many of the EWCs included in the self-assessment are the basis of good governance, oversight and compliance beyond finance-related processes.

An annual report is prepared by the head of assurance under the Ethics, Risk and Compliance Office and shared with the Directorate and the Audit Commission, to aid them in their oversight role. The report serves two objectives:

- to document the existence of EWCs, which must be confirmed annually by the external auditors during the certification of the financial statements, in accordance with Article 728 of the Swiss Code of Obligations; and
- to provide ICRC governing bodies with visibility on the evaluated effectiveness of EWCs.

**IT GENERAL CONTROLS AND SECURITY**

Each division and delegation is responsible for IT general controls over systems access for their respective information systems. Systems access is controlled upon the arrival and departure of employees, and the segregated access for financial applications is confirmed with managers and reviewed during the periodic access reviews performed by the Control Testing and Monitoring Unit. Changes to systems are controlled by the Technology and Information Division through a ticketing validation process, which ensures proper documentation of change approval and testing before implementation.

**INTERNAL CONTROL TESTING AND MONITORING**

Control testing and monitoring is planned and performed in close collaboration with the organizations’ various risk and assurance units, especially those covering finance, logistics and human resources. It is streamlined to follow one global framework and methodology, and coordinated with the Ethics, Risk and Compliance Office.

ICRC control testing and monitoring activities comprise ongoing evaluation activities performed by the Control Testing and Monitoring Unit. They include recurring reviews of financial and non-financial (e.g. procurement, human resources) documents and transactions of all ICRC delegations to assess whether controls were implemented as prescribed by the standards set in ICRC frameworks and policies. Tests are performed centrally through sample testing and analytical procedures that are aligned with pre-defined programmes or with test plans that had been designed with the risk and assurance units or divisions and formalized into service-level agreements. Distribution tracking files and other evidence of aid delivery to people affected by conflict are also reviewed. User access and segregation of duties in terms of financial applications and systems are periodically checked. The results of these activities are summarized in reports that also

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5. The ICRC defines “project risk” as an uncertain event that may affect the success of a project.
include transactional findings and items for escalation to the management of a given delegation. The Control Testing and Monitoring Unit follows up with the delegation concerned for corrective actions and monitors the resolution of the findings, including the implementation of recommendations. It also identifies potential risks and provides information to be used by the divisions and other entities concerned to reassess the internal control system in place and reinforce the first line.

The ICRC also performs internal control monitoring through separate evaluations or periodic reviews conducted by a team of controllers under the Control Testing and Monitoring Unit. The team carries out internal control missions or site visits aimed at verifying whether ICRC policies, procedures and related internal controls are implemented as expected. The internal controllers employ different techniques for their reviews, including interviews with delegation and headquarters staff, sample testing, reasonability checks, repeat of the controls, and data review and testing. Their findings and recommendations are summarized in a report submitted to the delegation’s management, who are required to respond within a month. Mission reports help identify and correct internal control deficiencies in a timely manner, highlight opportunities for improvement, support risk assessment and resource allocation processes, and contribute to the activities of the risk and assurance units.

Periodic walk-throughs are also performed by the Control Testing and Monitoring Unit on certain key organizational processes, which are selected based on their financial impact and on internal management assessment. The walk-throughs aim to confirm the existence, design and suitability of internal controls.

Observations noted in the above control testing and monitoring activities are continuously followed up for adequate responses and necessary corrective actions, and escalated as necessary to the appropriate levels.

Regional-level managers, based at headquarters, oversee the delegations within their respective geographical regions and function (e.g. finance, logistics, etc.). They conduct support and monitoring visits to ensure the proper implementation of effective risk-management practices at delegation-level, and to identify and escalate known and emerging issues.

The ICRC’s monitoring activities are continually evolving to integrate new technologies and innovative tools, with a view to carrying out more efficient tests of the effectiveness of existing internal control mechanisms.

**PREVENTING VIOLATIONS OF THE CODE OF CONDUCT**

The ICRC seeks to build a culture of integrity in which staff members are equipped and supported to make principled ethical decisions. These efforts are coordinated by the Integrity Advisory Group, which is led by the head of ethics, under the Ethics, Risk and Compliance Office, and includes two regional compliance officers from the Department of Operations, the adviser on the prevention of sexual exploitation and abuse, an investigation analyst, and an adviser on fraud prevention. The group supports integrity efforts by enhancing, through training and information sessions, understanding among staff members of their roles and responsibilities in shoring up the organization’s culture of integrity and fulfilling its commitments towards conflict- and violence-affected people to the best extent possible.

A network of Code of Conduct Facilitators has been established across all ICRC delegations and departments, to help managers promote integrity and trust and integrate compliance in the ICRC’s daily work. Guided by an integrity roadmap prepared by the Integrity Advisory Group, the facilitators coordinate, monitor and track activities and training aimed at raising awareness of the ICRC’s Code of Conduct. The facilitators meet regularly to exchange best practices and lessons learnt and provide input to the annual risk assessment, particularly on risks related to fraud and sexual misconduct.

**MANAGING VIOLATIONS OF THE CODE OF CONDUCT**

A centralized intake system is in place to handle complaints related to violations of the Code of Conduct, or of other policies and procedures, in an effective and timely manner. Following industry standards, the ICRC promotes the escalation of complaints through specific channels at the delegation and headquarters levels, namely direct manager or manager’s manager as well as human resources manager, finance and administration manager, or other positions of trust; in addition, complaints may be directed to a member of the Ethics, Risk and Compliance Office, through a dedicated email address – code_of_conduct@icrc.org – or the web-based reporting line. All staff members are encouraged to consult, through the above-mentioned channels, on observed or suspected violations of the Code of Conduct and to report allegations of misconduct. Guidance on how to report potential misconduct is available on the ICRC intranet for all staff members and on the ICRC website for external stakeholders, such as suppliers and the people assisted by the ICRC.

In accordance with the Code of Conduct Operational Guidelines, reported allegations of improper behaviour are assessed and investigated by the Investigation Unit of the Ethics, Risk and Compliance Office, or are referred to the appropriate function at headquarters or in the delegation for an inquiry under the guidance of the Investigation Unit, or for managerial follow up.
THE ICRC’S OPERATIONAL APPROACH TO RESULTS-BASED MANAGEMENT – IMPROVING HUMANITARIAN ACTION

MANAGING ICRC OPERATIONS: THE CYCLE AND THE RESULTS

INTRODUCTION

Humanitarian organizations have an ethical responsibility to consider the needs, strengths and vulnerabilities of people affected by armed conflict and other situations of violence, and the individual and local capacities and culture, in order to manage resources efficiently and have a beneficial impact on the population. They also have a responsibility to their donors to ensure that the funds they receive are used optimally. The ICRC continuously strives to improve the effectiveness and efficiency of its work and enhance its accountability to the people it is mandated to protect and assist, and to its donors and other external stakeholders.

To do this, the ICRC employs a result-based management approach to planning, implementing and evaluating its activities, whereby it focuses on the expected results and outcomes of its activities throughout the management cycle, and not merely on project implementation or budget control. Result-based management links activities from one stage to the next; requires the collection of information at each stage for management and reporting purposes; and ensures that resources are optimized.

The ICRC uses the following definitions, adopted based on how these terms are commonly understood or presented in existing literature:

- **input**: human, technical, material and financial resources and logistical means that enable a person or organization to do something
- **activity**: any action, work or process through which inputs are combined to generate goods and services (outputs)
- **output**: the tangible products, goods and services that people receive as a result of ICRC activities and that are expected to help induce the achievement of outcomes
- **outcome**:
  - lower-level outcome: the likely or achieved lower-level effects or changes brought about by the output and expected to lead to the achievement of higher-level outcomes
  - higher-level outcome: the likely or achieved higher-level effects resulting from the accumulated effects of lower-level outcomes and expected to contribute to the impact
- **impact**: primary and secondary long-term effects to which interventions contribute, positively or negatively, directly or indirectly, and in an intended or unintended manner. The ICRC, as any other organization, is likely only to contribute to an impact.

THE ICRC MANAGEMENT CYCLE

The ICRC’s management cycle aims to maximize the benefits of programmes for the people affected, ensuring that efforts are relevant, feasible and, whenever appropriate, sustainable. The cycle starts with an assessment, which, after analysis, may lead to the formulation/planning, implementation, monitoring, review and, as relevant, evaluation of a humanitarian operation. The entire cycle and the decisions taken therein are consistent with the ICRC’s mandate and its legal and policy framework.

The phases of the cycle are progressive: each one should be completed for the next to be tackled successfully, with the exception of monitoring and review, which are ongoing processes that take place during the implementation phase and may be conducted at any stage. Decision-making criteria and procedures are defined at each stage, including key pieces of required information and quality-assessment criteria. On the basis of its monitoring, the ICRC recalibrates its activities to ensure that it remains focused on the expected result and that this result is still pertinent. Renewed planning draws on the results of the monitoring, review and, evaluation of previous action, programmes and activities; these steps are also part of the institutional learning process. The ICRC’s result-based approach to management shapes its yearly internal Planning and Monitoring for Results process.

The Planning for Results (PfR) process is defined as a corporate function that assesses context, target groups, stakeholders, problems and needs, risks, constraints and opportunities; it sets priorities to ensure an appropriate level of coordination and alignment of action and resources for the achievement of expected results. The process is carried out within the ICRC’s three-dimensional framework of context, target populations and programmes. Context refers to a single country, group of countries, or other sets of territories, locations and/or organizations in or with which the ICRC works; target populations are the groups of people for whom and with whom the ICRC works; and the ICRC’s activities are organized into four main programmes.

The PfR documents (one set per context) represent the two first parts of the management cycle described below: they provide an assessment and analysis of the situation and the new plan for the coming cycle. The third and fourth parts of the management cycle are covered in the Monitoring for Results (MfR) process, during which the fulfilment of objectives is tracked, in line with the relevant result indicators (see below). Other elements of the result-based management cycle are also captured in the delegations’ respective action plans and in business-specific information management tools.
The stages of the management cycle

Assessment and analysis

When it conducts an assessment, the ICRC aims to understand a situation in order to identify the problem or problems a target population faces and the causes thereof. This involves collecting information on the country or context, armed conflict and/or other situation of violence, the humanitarian environment and the ICRC, the security environment, and the humanitarian consequences on the target population. This information is collected and compiled by various means, for example, during contact with members of the target population itself, the authorities at all levels and any other stakeholders.

The ICRC conducts a thorough analysis of the information to determine the current situation. This is the baseline: the data that defines the initial situation that must be improved and against which any future improvement will be measured.

Formulation and planning

The ICRC determines a desired future situation for the target population and strategies and activities for achieving it. This future situation is the objective, which is articulated on two levels: the general objective represents the expected higher-level outcomes and the specific objective represents the expected lower-level outcome that the ICRC seeks to achieve as a result of the output of its activities. Based on this, the ICRC formulates a plan of action, outlining the steps to move from the baseline to the expected future situation and the human and budgetary resources needed to do so. At this stage, the ICRC also decides on the tools, including any relevant indicators, for monitoring, reviewing and evaluating the process.

The ICRC makes these decisions with several factors in mind: the most pressing needs; current and possible constraints to its work; its own mandate and capacities; IHL and internationally recognized standards; roles and responsibilities as defined by Movement resolutions; a thorough knowledge of the context; and the mandate, capacities and activities of other organizations, in particular the National Society in the given context.

Implementation and monitoring

This phase begins when the PfR document is approved by the Assembly, following deliberations by field and headquarters teams on the document’s content. Once implementation of the plan of action begins, so does monitoring, using the tools defined at the formulation/planning stage. Monitoring is an ongoing and systematic process of self-assessment throughout the life of the operation; it involves collecting, measuring, recording and analysing information on all the activities in progress and the results achieved. It also includes continuous monitoring and analysis of the situation of the target population and of the general context in which the operation is taking place. Results monitoring data is captured in the institutional Planning and Management Tool and programme-specific databases.

If, during the monitoring process, a significant change in the situation is noted during the year, the ICRC may need to undertake a major revision of the PfR entries for that context; if the needs are much greater and the action is expanded, it may extend the initial budget. The reverse may also be true: where there is a decrease in needs, it may scale down the corresponding operation and the initial budget accordingly.

Review, evaluation and learning

The ICRC has several internal tools and processes to check on the implementation of its activities and on progress in advancing general and specific objectives. Qualitative, quantitative and/or participative approaches – or a combination of all three in most cases – are required for regular data collection and observation in the field; ad hoc context-based or thematic operational reports and reviews; monthly reports providing standard assistance and protection indicators; quarterly programme-specific reports; and internal and external audits. These are all shaped by the PfR process, in particular its structure (target populations and programmes) and its content (objectives and budget). They also provide input for ICRC reporting to donors.

The reviews carried out for the second and third quarter of a given year help inform the internal annual planning cycle (i.e. the PfR process) for the succeeding year. Information on the interim situation (the results so far) is compared with information on the intended results (the objective) and on the initial situation (the baseline), to identify any significant deviations from the plan. This allows the ICRC to identify problems and take corrective action.

Evaluation

Alongside the internal planning, monitoring and review processes, the ICRC commissions external evaluations. An evaluation is defined by the ICRC as an independent, objective and systematic examination of the design, implementation and results of an initiative, programme, operation or policy against recognized criteria. It is intended to articulate findings, come to conclusions and make recommendations so that the ICRC can draw lessons, improve overall policy and practice, and enhance accountability.

External evaluations are commissioned by the ICRC and carried out jointly with external stakeholders. At the delegation level, evaluations often focus on a specific programme and/or approach, which can be multidisciplinary. At the regional level and at headquarters, evaluations focus on a topic or area of work that covers multiple programmes and contexts.

Evaluations take place at key points in the management cycle and are an integral part of the ICRC’s PfR process. They have both summative – learning from experience – and formative – forward-looking – purposes within the results-based management cycle at both programmatic and strategic levels.

Multi-year programming

The ICRC’s mandate extends beyond an acute emergency phase, and much of its work takes place in contexts affected by protracted conflict; this makes it necessary for some of the organization’s work to be planned and implemented over a multi-year horizon. Setting multi-year objectives is particularly important when it comes to the ICRC’s prevention-oriented activities. It also allows the ICRC to aim at contributing to a sustainable humanitarian impact that addresses needs generated by protracted conflicts, often in close collaboration with other stakeholders.

In all cases, no matter the timeframe of the activity and corresponding budget, the ICRC feeds its insights from its monitoring, review and evaluation processes back into the planning process, to ensure that it builds on lessons learnt and previous experiences.
RESULTS AND INDICATORS
As part of the PRR process, ICRC delegations define general and specific objectives that articulate their goals for the coming year or years. They develop a performance management framework, consisting of indicators, baselines and targets, for each objective; indicators may be quantitative or qualitative, and a mix of both is often used for each objective. Delegation-level performance management frameworks are based on the programme reference frameworks developed at the institutional level, ensuring that delegations monitor against several dimensions corresponding to the ICRC’s mandate and strategic orientations.

Quantitative indicators have a numerical value, while qualitative indicators reflect perceptions, judgements or even attitudes; their value resides in the insights they can provide to understanding problems, needs and results or the lack thereof. Qualitative indicators are accompanied by measurement scales, against which delegations need to predefine their targeted improvements – for example, delegations may assess a particular stakeholder’s capacity as “low”, “medium” or “high”, and then set a target to help improve it; they also need to describe these different states. Delegations setting multi-year objectives must set yearly milestones leading to their target. This benchmarking seeks to temper the subjectivity of assessing progress vis-à-vis qualitative indicators and allows delegations to track their performance more consistently.

The ICRC also has a set of standardized quantitative indicators for activities carried out under its Assistance and Protection programmes for the target populations Civilians, People deprived of their freedom and Wounded and sick. These indicators refer to outputs and lower-level outcomes and include, whenever possible, data disaggregated by gender and age. They are included in the ICRC’s standard reporting documents, whenever possible and relevant (see also Result-based management and standard reporting to donors below).

PRAGMATIC APPROACH TO RESULTS-BASED MANAGEMENT
While the ICRC is steadfast in its commitment to following the result-based management approach and the management cycle as rigorously as possible, there are potential barriers to doing so, many of them specific to the volatile situations in which the ICRC works.

- Assessment capacities may be affected by restrictions on access owing to an armed conflict or other situation of violence; the ICRC’s ability to monitor and review an operation once implementation has begun may also become limited, or even no longer useful, owing to a radical change in the situation.
- Unfavourable weather conditions (e.g. monsoon rains or heavy snowfall), alongside damaged infrastructure (e.g. destruction of roads or bridges), may also obstruct the management cycle.
- Specific circumstances may require urgent action. Where time is of utmost importance, assessments will be kept to a minimum, to ensure that the operation can take place and benefit the target population as soon as possible. Similar constraints can also limit monitoring and review processes.

- Data collection is frequently hampered by factors such as the non-availability or limited quality of data, the complexity and/or opacity of existing power structures, or internal ICRC constraints.
- Indicators, particularly numerical ones, need to be interpreted carefully. Some figures are too sensitive to external variables and should not be compared from one context to another or from one year to the next.
- In many cases, the ICRC works with indicators that are important, but cannot be shared without compromising its mandate as a neutral, impartial and independent humanitarian organization.

Given that result-based management aims to maximize the relevance, efficiency and effectiveness of action for conflict-affected people and enable the best use of resources, the ICRC seeks to collect the required information using existing systems and data sources (in certain cases with support from other entities) and through pragmatic sampling, rather than by establishing new ones. The ICRC has made it a policy not to set up measurement systems that are not directly required for monitoring the expected results of action for the beneficiaries. It strives to avoid an overly bureaucratic system, preferring to find simpler solutions to identified problems, even if this limits the amount of information that can be gathered and reported on. It rarely implements unwieldy solutions based on the measurement of factors such as knowledge, attitudes, and behaviours.

Finally, staff turnover levels within the ICRC mean that training and supervision are constantly required to ensure continuity and the transfer of the necessary skills and knowledge.

RESULT-BASED MANAGEMENT IN ICRC PROGRAMMES
INTRODUCTION
The ICRC endeavours to respond to humanitarian needs arising from armed conflicts and other situations of violence in the most timely, humane and professional way possible. It carries out its mission using various modes of action at different levels of intervention. The ICRC has four programmes to help ensure respect for the lives, dignity and physical and mental well-being of victims of armed conflicts and other violence, directly or indirectly, and in the short, medium or long term: protection, assistance, prevention and cooperation. Its action under these programmes seeks to prevent and eradicate the causes of human suffering, to alleviate it where it already exists, and to strengthen the Movement as a network.

Professionals in each programme work according to the ICRC management cycle and within a given framework, which includes ethical and legal aspects, policies, guidelines and working tools. The sections below provide information on the management of each programme, related sub-programmes and examples of indicators and related topics (listed in parentheses), which may be used as springboards to define objectives or specific indicators for a given context.
PROTECTION

The Protection Policy (April 2008) sets out the ICRC protection framework and defines the main terms, key principles and operational directives for implementing the activities that comprise the protection programme. It describes the tools and approaches available, and the general action and generic indicators guiding ICRC protection activities.

The programme comprises four sub-programmes: protection of the civilian population, protection of people deprived of their freedom, protection of family links and forensic services. ICRC delegations worldwide use standard quantitative indicators for each of these sub-programmes.

Examples of generic indicators and related topics are listed below.

Protection of the civilian population

- compliance by parties to the conflict with IHL and other applicable norms (e.g. quality of dialogue; frequency of feedback; concrete measures taken)
- risk-reduction capacities of vulnerable people (e.g. number of incidents; number of communities trained; feedback from communities)

Protection of people deprived of their freedom

- protection against physical and psychological abuse
- material and psychological living conditions (e.g. right to due process in line with national and/or international law)
- access to detainees (e.g. respect for ICRC standard working procedures; quality of dialogue with the detaining authorities)

Protection of family links

- prevention of disappearances (e.g. measures taken by state/non-state actors in line with national/international law; legal frameworks; systems for notifying families of the arrest or capture of their relatives)
- exchange of family news (e.g. means of family contact; number of beneficiaries; processing time)
- family reunification (e.g. number of reunifications; quality and frequency of contact with those involved in the process; processing time)
- clarification of the fate of missing persons and support for their families (e.g. mechanisms to handle cases of missing persons; legal protection of the missing and their families; availability and quality of social services)

Forensic services

- management of human remains (e.g. existence of and respect for applicable laws and standards; extent to which best practices are implemented; capacity of relevant stakeholders)
- access to forensic medicine services

ASSISTANCE

The Assistance Policy (April 2004) sets out the ICRC’s assistance framework and defines the main terms, key principles and operational directives for implementing the activities that comprise the assistance programme. It describes the tools and approaches available, and the general action and generic indicators guiding ICRC assistance activities. This policy is complemented by strategies for the different sub-programmes, specifically for health, economic security, and water and habitat.

The ICRC considers the longer-term impact of its activities (in line with the “do no harm” principle) and, whenever appropriate, endeavours to find lasting solutions to the needs of violence-affected populations. This proviso is introduced because the sustainability of some activities conducted during emergencies – those that are urgent and life-saving by nature – cannot be guaranteed. Sustainability is a generic indicator for physical rehabilitation, income-generating and some economic support activities, and for the renovation and construction of water and sanitation infrastructure or health facilities.

ICRC delegations worldwide use standard quantitative indicators for the economic security, health, water and habitat, and weapon contamination sub-programmes.

Generic indicators for each sub-programme and examples of related topics are listed below.

Economic security

The economic security sub-programme covers three areas: relief, livelihood support and structural support.

Relief – to save lives and protect livelihoods

- access to food (e.g. adequacy in terms of quality, quantity and diversity; sources and stability of access; food-related expenditures; functionality of local markets; food aid; cultural standards; nutritional status)
- access to essential household items (e.g. availability and adequacy of essential household items; material aid; quality of shelter conditions; clothing; hygiene; water storage; cooking capacity; functionality of local markets)

Livelihood support – to restore or improve food production and/or generate income

- food-production capacity (e.g. amount, value and role of own production; access to and availability of food production inputs and assets such as land, irrigation, seeds, tools, livestock; training and skills; functionality of local markets)
- income-generating capacity (e.g. amount of income and expenditures; purchasing power; access to income; access to productive assets; indebtedness; trade and revenue; training and skills)
Structural support – to improve processes and institutions that directly influence a target population's lives and livelihoods

- processes and institutional capacity (e.g. existence, quality, type and appropriateness of structures and services; deployment capacity and coverage; political will; security)

Health services

The health sub-programme covers six areas: first aid and pre-hospital care, primary health care, hospital services (including war surgery), mental health and psychosocial support, health care in detention and physical rehabilitation.

- availability of service (e.g. type of service; infrastructure and technology; drugs and consumables; presence of staff and professional knowledge)
- access to services (e.g. proximity/security; opening hours; patient attendance; catchment population)
- quality of services (e.g. existence of and respect for protocols and guidelines; staff on duty; quality of supply of drugs and consumables; mortality rates)

For physical rehabilitation, an additional generic indicator is used as a basis for measuring and expressing results, at least for certain centres and/or from a certain date: sustainability (e.g. local policies; local resources; local public and private structures; training capacities and curriculum).

Water and habitat

The water and habitat sub-programme covers five areas: safe drinking water supply, sanitation and environmental health, energy and environment, building and renovation, and institutional support.

Safe drinking water supply

- access (e.g. proximity; security; quality of source; fetching time)
- quantity (e.g. availability per day; seasonal influence; needs per day)
- quality (e.g. storage; hygiene; water point maintenance)

Sanitation and environmental health

- hygiene and sanitation facility availability (e.g. quantity; proximity; access during day- and night-time; maintenance; cultural standards; hygiene practices; environmental impact; environmental conditions)
- waste management (e.g. proximity; removal service; clean areas; hygiene practices; maintenance)
- vector-borne disease control (e.g. hygiene practices; safe vector-control practices; malaria-control practices; management of stagnant water and refuse)

Energy supply and environment

- quantity (e.g. cooking fuel; water production; waste–water treatment; heating)
- quality (e.g. usage; cultural standards; environmental impact)
- efficiency (e.g. fuel; equipment; availability; maintenance)

Building and renovation

- adequate working and living infrastructure (e.g. rooms; sanitation; kitchen)
- adequate installations (e.g. living space; working space; equipment and services)
- functional installations (e.g. organization and distribution of space; water; power; management)

Institutional support

- capacity-building

Weapon contamination

The sub-programme addressing weapon contamination covers four areas: safety and security of ICRC staff and operational partners; continuity of humanitarian operations; risk awareness and mitigation; and management of hazards specific to chemical, biological, radiological and nuclear weapons or agents.

- training and capacity-building on safe behaviour and mitigation measures; hazard identification and risk assessment
- survey and clearance; data collection and management; access to secure areas
- availability of information on, and degree of, authorities’ compliance with national and international standards

PREVENTION

The Prevention Policy (September 2008) sets out the ICRC prevention framework and defines the main terms, key principles and operational guidelines for implementing activities as part of the ICRC’s medium- to long-term efforts to prevent human suffering. These activities aim to foster an environment conducive to respect for the life and dignity of people affected by an armed conflict or other situation of violence, and respect for the ICRC’s work at the global, regional and local levels.

The policy focuses on developing and implementing contextually adapted approaches to gain the support of influential players, and covers efforts to communicate, develop, clarify and promote IHL and other relevant bodies of law, as well as to facilitate acceptance of the ICRC and its access to violence-affected people. The medium- to long-term nature of prevention and its focus on influencing multiple environmental factors pose significant challenges in terms of accountability, making it necessary for the ICRC to be particularly conservative when determining the objectives it can realistically achieve for each target group.

The ICRC prevention approach comprises three sets of activities: acceptance of the ICRC, which aims to foster understanding and acceptance of the ICRC’s work and/or mandate; acceptance of the law, which focuses on developing and reinforcing knowledge of IHL, strengthening commitment and building capacity among influential stakeholders, to foster respect for IHL and other relevant bodies of law and encourage incorporation of the law into appropriate structures; and prevention–development, which focuses on the development of IHL.
Because only acceptance of the ICRC and acceptance of the law sub-programmes are carried out in field operations, only activities under them are considered below. They focus on players that have a significant capacity to influence the structures or systems associated with humanitarian problems. Their main target groups are influential stakeholders, such as political authorities, key decision-makers, armed forces, police forces and other weapon bearers, civil society representatives, young people, academic circles and the media.

Examples of generic indicators and related topics are listed below.

**Acceptance of the ICRC**
- knowledge of the context and understanding of the ICRC’s working environment
- awareness and knowledge of the ICRC and its mandate (e.g. number and tone of media mentions; quality of feedback from violence-affected communities)
- acceptance, respect and support (e.g. number, frequency and level of contacts; ICRC access to conflict-affected areas and/or people; assimilation of key ICRC messages in influential stakeholders’ discourses)
- ownership (e.g. quality of dialogue; content and scope of issues discussed; type of follow-up undertaken by stakeholders)
- sustainability (e.g. designation of liaison officers by stakeholders; existence of a process for notification of movement; ICRC access to conflict-affected areas and/or people)

**Acceptance of the law (acceptance of and support for IHL, including national implementation and integration)**
- knowledge of IHL (e.g. development of concrete initiatives, such as information or training sessions; engagement with academic partners; education and training policies; development of training curricula)
- acceptance (e.g. number, frequency and level of contacts; quality of dialogue; sharing of existing policies, laws, codes, rules, operating procedures and training curricula by stakeholders)
- commitment (e.g. content and scope of issues discussed; type of follow-up undertaken by stakeholders; assumption of leading role by stakeholders; signature and ratification of treaties)
- sustainability (e.g. existence of means and mechanisms for promoting respect for the law and ensuring compliance, such as updated national laws, codes, rules and operating procedures, including sanctions)

**COOPERATION WITH NATIONAL SOCIETIES**
The Movement Coordination for Collective Impact Agreement or Delegates, provides a framework for effective cooperation and partnership among the Movement’s components. The ICRC Institutional Strategy 2019–2024 sets out the organization’s ambition to strengthen its leadership and coordination role during armed conflicts and other situations of violence, with a view to ensuring a more inclusive Movement response that has a greater impact on the people affected. This includes an effort to better integrate or broker the support of other Movement components that can provide specific and complementary expertise. The ICRC also aims to contribute to National Society development in a more holistic manner, by ensuring that National Societies have access to the support they need, with a special focus on contexts of armed conflict and violence. This is done either by providing direct support in areas where the ICRC has specific competencies — such as the Safer Access Framework, IHL, the Fundamental Principles and restoring family links – or by championing the roles of others, in particular the International Federation. Close cooperation with National Societies, whether they are working in their own countries or abroad, and with the International Federation are key to achieving these goals.

Generic indicators are listed below with examples of related topics.
- National Society capacity to operate safely (e.g. legal and statutory base; respect for the Fundamental Principles and proper use of emblems; structure; organization and services)
- partnership with National Societies (e.g. relationship; training and competencies; resources)
- Movement coordination and cooperation (e.g. strategic development plans; Movement coordination mechanisms; Movement response planning processes)

When geared towards assisting people affected by conflict or other violence, operational cooperation between National Societies working in their own countries and the ICRC is managed via the ICRC sub-programme concerned. In such situations, the partnership is meant to directly benefit violence-affected people and to help the National Society strengthen its own operational capacities.

**RESULT-BASED MANAGEMENT AND STANDARD REPORTING TO DONORS**
The ICRC’s standard reporting for donors reflects the application of the organization’s result-based management approach throughout all stages of the management cycle: assessment, planning, implementation, monitoring, and evaluation.

**CYCLICAL STANDARD REPORTING DOCUMENTS**
Each year, the ICRC produces a set of standard reporting documents, consistent with its management cycle and internal planning process:
- **ICRC Appeals** reflect the objectives, plans of action and indicators in the field PfR documents for the year concerned; a similar set of documents sets out headquarters priorities and strategies; the material is generally developed during the assessment/analysis and formulation/planning stages of the ICRC management cycle;
- **ICRC Midterm and Annual Reports** on the work of ICRC delegations cover the implementation/monitoring and evaluation/learning stages of the management cycle and are compiled using the summary of progress presented in the MfR entries and information available in other tools
and processes employed during the internal project cycle; annual reports are also drawn up on the work of ICRC headquarters.

The Midterm and Annual Reports detail the ICRC’s progress – or lack thereof – towards achieving the objectives and plans of action set out in the Appeals; they contain standard quantitative indicators and, in some cases, compare the figures achieved against the targeted figures defined during the PiR process and published in the Appeals.

The yearly consolidated financial statements certified by external auditors are published in the ICRC’s Annual Reports. They are prepared in compliance with the International Financial Reporting Standards adopted by the International Accounting Standards Board (IASB) and the interpretations issued by the IASB Standing Interpretations Committee; they are presented in accordance with the ICRC’s Statutes and Swiss law.

If there is a significant change in a given situation, the ICRC may deem it necessary to revise or set completely new objectives and plans of action, which it will communicate to donors in an Update, a Budget Extension Appeal or, more rarely, a Budget Reduction document.

OTHER STANDARD REPORTING DOCUMENTS

In addition to the cyclical standard reporting documents outlined above, the ICRC provides various supplementary documents to all its donors or to selected groups thereof, such as the Donor Support Group, which comprises representatives of governments, supranational organizations and international institutions providing a minimum of CHF 10 million in cash each year to fund the Appeals.

These documents include updates on a given context or activity; they may also go into a level of detail that cannot be accommodated in the cyclical reporting documents, either because of space constraints or because the information is too sensitive to be released for general distribution. Other documents illustrate the ICRC’s approach and/or the results of certain programmes or sub-programmes using examples from various ICRC operations worldwide.

Regular financial updates and the external financial audit reports for all ICRC field operations are also made available to donors.

Finally, public documents regularly posted on the ICRC website, particularly those reporting on ICRC operations, provide donors with additional useful information.
THE ICRC’S OPERATIONAL APPROACH TO CHILDREN

CHILDREN IN ARMED CONFLICT AND OTHER SITUATIONS OF VIOLENCE

Conflict exacerbates people’s existing vulnerabilities, especially in children. Most children experience armed conflict as civilians. They witness violence committed against their relatives, including indiscriminate attacks, mine explosions and direct assaults that result in death or injury. They are sometimes forced to commit atrocities against their relatives or other members of their own communities. Many children are killed, wounded or imprisoned, torn from their families, compelled to flee or left without an identity. For dependents, the loss of a parent or the family’s main breadwinner has a psychological impact and other effects. It is not unusual for very young children to be propelled into adult roles. They become heads of families, taking care of and protecting younger siblings and adult family members. Destitution and the loss of close relatives may force young girls into early marriage. A young breadwinner may join an armed group just to survive; other children are forcibly recruited. Often unarmed, they are used by armed forces or armed groups in different ways, for example, as cooks, porters, messengers, spies, or for sexual purposes. Child trafficking, for purposes such as unlawful adoption and forced labour, may also increase during an armed conflict, especially when boys and girls are deprived of the protection of their parents and other relatives. Where conflict or other forms of violence force people to flee without warning, children can become separated from their parents or primary caregivers.

Armed conflict and other situations of violence also heavily impact children’s access to education. Violence and displacement may force children to go without schooling for long periods of time. Schools may come under attack or may be used for military purposes, often resulting in their destruction; teachers and students are sometimes directly targeted, wounded or killed. Likewise, the disruption or collapse of public services restricts children’s access to health care and other basic services, during the fighting and long after it has ceased; education is often one of the first essential services thus affected, and one of the last to resume once the hostilities end. The presence of mines or explosive remnants of war endanger children, including on the way to school.

PROTECTION UNDER INTERNATIONAL LAW

During international and non-international armed conflicts, children benefit from the general protection provided by IHL to all people affected by conflict. First, they must be protected against murder, torture and ill-treatment, including sexual violence, arbitrary detention, hostage-taking, forced displacement, and other IHL violations. Second, they must under no circumstances be the targets of attacks, unless, and for such time as, they take a direct part in hostilities. Instead, they must be spared and protected. Many of the rules of IHL constitute customary law and are therefore binding on all parties to an armed conflict, regardless of whether they have ratified the relevant treaties. Twenty-five articles in the 1949 Geneva Conventions and their 1977 Additional Protocols grant children special protection, as does customary IHL. In particular, children must not be recruited into armed forces or armed groups and must not be allowed to take part in hostilities, in accordance with applicable treaty obligations. They are also entitled to special protection in the context of family reunification, protection in detention, humanitarian assistance and access to education. Children who have been members of an armed force or an armed group must not be excluded from these special protections.

International human rights law plays a complementary role in the protection of children affected by an armed conflict or other situation of violence. This includes the 1989 Convention on the Rights of the Child, its 2000 Optional Protocol on the involvement of children in armed conflict, and the African Charter on the Rights and Welfare of the Child. The Optional Protocol and the African Charter raise the limits on children’s recruitment into armed forces or armed groups and participation in hostilities – establishing stricter provisions than the 1977 Additional Protocols. The Optional Protocol prohibits compulsory recruitment into state armed forces for all those under 18 years of age. It requires states to raise the age of voluntary recruitment from 15 and to take all feasible measures to ensure that members of their armed forces who have not yet reached the age of 18 do not take a direct part in hostilities. It also provides that non-governmental armed groups “should not, under any circumstances, recruit or use in hostilities persons under the age of 18 years”. The African Charter, in its Article 22, establishes a “straight 18” approach prohibiting all forced or voluntary recruitment under the age of 18.

In addition, the Convention on the Rights of the Child guarantees children’s rights to be with their families and to have access to education and adequate health care. It also reaffirms fundamental human rights, such as the right to life, the prohibition of torture and other forms of ill-treatment, and the principle of non-discrimination. In some cases, national or regional law grant children even higher levels of protection.

The 2007 Paris Commitments to Protect Children from Unlawful Recruitment or Use by Armed Forces or Armed Groups and the Paris Principles and Guidelines on Children Associated with Armed Forces or Armed Groups set out detailed guidelines on preventing the unlawful recruitment and use of children by armed forces or armed groups; facilitating the release and reintegration into society of any children so recruited and used; encouraging alternatives to prosecution for children who have suffered recruitment; and providing an environment that offers the greatest possible protection for all children. They complement the legal and political mechanisms already in place.
THE ICRC’S MULTIDISCIPLINARY APPROACH

The ICRC implements a multidisciplinary approach to protecting the life and dignity of victims of armed conflict and other violence and providing them with assistance. Within this approach, the ICRC acknowledges that children not only represent a large segment of the population (and, therefore, of those affected by armed conflict and other violence) but are also particularly vulnerable. It is therefore especially attentive to them and their needs when implementing its prevention, protection and assistance programmes worldwide.

The ICRC carries out activities to respond to the specific protection, material, economic, educational, medical, social and psychological needs of children, guided by the “best interest” principle. In other words, all activities to enhance children’s well-being take into account the specific nature and circumstances of each individual child and are tailored to be in his or her best interest. The ICRC also acknowledges that boys and girls and children with disabilities experience conflict in different ways, have different vulnerabilities and coping mechanisms, and perform different roles and responsibilities, which vary across contexts. It therefore designs its activities accordingly.

The ICRC works extensively with unaccompanied or separated minors and continually strives to enhance the quality of its work on the ground. ICRC staff working with children affected by armed conflict follow a set of field guidelines that focus on unaccompanied or separated minors and children associated with armed forces or armed groups. The guidelines draw together lessons learnt by the ICRC and aim to facilitate consistency among the organization’s activities in various contexts. They also complement and build on existing guidelines agreed with UN agencies and NGOs with expertise in this domain (such as the Field handbook on Unaccompanied and Separated Children published by the ICRC, the International Rescue Committee, Save the Children UK, IOM, the UNHCR, UNICEF and World Vision International). The ICRC also helps draft guidelines on inter-agency work to protect children; these guidelines address the issues of unaccompanied and separated minors, the recruitment of children and their release and reintegration.

These organizations and the ICRC coordinate regularly and proactively on policy issues and on common concerns in the field to maximize impact, identify unmet needs and avoid duplication.

The ICRC has also integrated child protection considerations into a range of internal training and learning opportunities for staff working with violence-affected children.

CHILDREN IN ICRC PROGRAMMES (BY TARGET POPULATION)

ICRC activities target the most vulnerable people; children benefit from these activities, as do adult males and females. The points below detail only specific activities or groups of activities that are relevant to children or where children, for one reason or another, constitute the majority of beneficiaries.

CIVILIANS

Whenever possible, ICRC activities for civilians are carried out with the National Society of the country in question, particularly in the fields of assistance and restoring family links.

Protection

Protection of the civilian population

- The ICRC monitors the situation of individuals and groups not or no longer taking part in hostilities, many of whom are children. Where documented, incidents of abuse and other harm inflicted on boys and girls – such as their unlawful recruitment and use by armed forces or armed groups, sexual violence and attacks against schools or the use thereof for military purposes – and the measures to be taken to end them are raised with all parties in the ICRC’s discussions on alleged violations of IHL and international human rights law.

- In addition to formal and informal oral and written representations to the authorities concerned about alleged incidents, preventive dissemination activities are conducted for all kinds of weapon bearers to raise their awareness of their responsibilities under IHL to protect and respect the civilian population at all times; this may be particularly meaningful for children who, owing to their age, may face heightened risks during conflict (see Actors of influence below). The ICRC also promotes the principle that persons under 18 years of age should not participate in hostilities or be recruited into armed forces or armed groups.

- The ICRC advocates that children formerly associated with armed forces or armed groups be provided with adequate care, in particular during disarmament, demobilization,

Definitions used by the ICRC

A child, in accordance with the Convention on the Rights of the Child, is any person below 18 years of age unless, under the law applicable to the child, majority is attained earlier.

A separated child is a child separated from both parents or from his/her previous legal or customary caregiver, but not necessarily from other relatives. A separated child might therefore be accompanied by other adult family members.

An unaccompanied child, also called an unaccompanied minor, is a child who has been separated from both parents and from other relatives and is not being cared for by an adult who, by law or custom, is responsible for doing so.

A child associated with an armed force or armed group is any person below 18 years of age who is or has been recruited or used by an armed force or armed group in any capacity, including, but not limited to, fighters, cooks, porters, messengers, spies or for sexual purposes. This category does not comprise only children who are taking, or have taken, direct part in hostilities. Rather, by broadening the definition beyond that of “child soldier”, it aims to promote the idea that all children associated with armed forces and groups should cease to be so associated and should benefit from disarmament, demobilization and reintegration programmes, regardless of their role with the force or group in question.
and reintegration processes. It recommends their immediate release without waiting for a peace agreement to be signed or for a disarmament, demobilization and reintegration process to be launched. It also helps facilitate the reintegration into society of children formerly associated with armed forces or armed groups, often working in coordination with National Societies.

- As appropriate, the ICRC works with educational services to ensure that particularly vulnerable children – such as children formerly associated with armed forces or armed groups, displaced children, children of missing persons and children returning to their families after a long period of separation from them – have access to education. It may also take steps to make schools safer, both in the physical sense (see activities under Assistance below) and by helping mitigate teachers’ and students’ exposure to conflict- and violence-related risks.

**Protection of family links**

- Unaccompanied and vulnerable separated minors (see Definitions used by the ICRC above), including those formerly associated with armed forces or armed groups, are registered by the ICRC, which works to trace their mothers and fathers, or their closest relatives. In most cases, the ICRC focuses on looking for the parents of unaccompanied or vulnerable separated minors. If the parents’ whereabouts are known, it enables the children to contact them through phone calls or RCMs, thus contributing to their psychological well-being.

- As the tracing process usually takes time, it is crucial to ensure that children separated from their families are protected and provided for until their relatives are found. The ICRC rarely arranges interim care for unaccompanied or vulnerable separated children, generally preferring to refer them to other qualified agencies, including National Societies. When the ICRC does refer such children to others, it:
  - keeps the children informed of the plans being made for them and gives their opinions due consideration;
  - tries to ensure that siblings are kept together, as this enhances protection and can facilitate family reunification;
  - gives preference to family/community-based care over institutional care, as this provides continuity for children’s social development;
  - monitors foster families and, if necessary, provides them with extra assistance to help meet children’s needs;
  - ensures that if institutional care is the only solution, it is viewed as temporary and does not preclude a potential family reunification or community placement; and
  - may support interim care centres by, for example, donating food or other items.

- ICRC-organized or -supported family reunifications aim to reunite vulnerable people with their families, including children with their parents, thus preserving the family unit. Similarly, when organizing repatriations, the ICRC prioritizes solutions that enable families to stay together and keep children with their parents. Family reunifications are organized according to the best interest of the child and only if all parties – the child and the family – want to be reunited. Material assistance is usually provided to the family.

- Special attention is paid to the psychosocial aspects of the reunification process, especially in the case of children who have been separated from their families for a long time. The ICRC monitors how the children readapt to family life, often checking on them for several months after reunification to ensure that they do not face new protection problems, especially if they were formerly associated with armed forces or armed groups or if they are girls with children of their own. When possible, the children and their families are referred to services able to help them cope with the psychological impact of their experiences.

- The ICRC aims to prevent children, including displaced or migrant children, from becoming separated from their families. To that end, it identifies the causes of separation, for example, and locations where separations are most likely to occur, such as border crossings, checkpoints, transit sites and health facilities, so that preventive activities can be undertaken there. It also informs families of what they can do to minimize the risk of separation should the family be forced to flee. Governments, staff of national and international agencies, religious groups and local communities are also made aware of how to prevent separation, including secondary separation while crossing borders, or because of medical or humanitarian evacuations or other such services. Separation may in some instances be prevented, for example, by ensuring that all households have access to essential supplies. The ICRC attempts to ensure that such supplies are provided by supporting the efforts of the relevant authorities or stepping in when they are unable or unwilling to assume their responsibilities.

- ICRC action in relation to missing persons benefits, among others, children and their mothers, as they are overwhelmingly the ones left behind when a father or husband disappears during a conflict or other violence.

- The ICRC works closely with the families of missing persons, including children, and with the relevant authorities and organizations to accelerate the tracing process. For example, it collects tracing requests and provides support for ante-mortem data collection, the forensic process, and the management and transmission of information – with due regard for basic data protection standards and informed consent for collection.

- The ICRC supports the development of normative frameworks, for example, aimed at preventing disappearances (which can start before or during the conflict or crisis). It encourages governments to enact or implement legislation to prevent people from becoming unaccounted for and to take appropriate measures to ascertain the fate of missing persons and to protect and support the families, including the children, of those who are missing; it works with the authorities or other parties concerned to make it easier for the families to undertake legal proceedings.
The ICRC supports the development of institutional frameworks or mechanisms aiming to clarify the fate and whereabouts of missing persons, including children, by providing technical advice to national authorities in this regard and/or by chairing coordination mechanisms between former parties to a conflict.

The ICRC assesses the multifaceted needs of the families of missing persons, including the specific needs of children, and the resources available to address them. It supports activities aimed at addressing the families’ concerns, using different modes of action, in coordination with the authorities, National Societies, NGOs, family associations and other service providers.

Directly or through associations or institutions, the ICRC provides family members of missing persons, including women and children, with administrative help in matters related to access to education, inheritance, pensions, legal status, custody of children and property rights.

**Assistance**

**Economic security**

When distributing aid, the ICRC gives priority to the most vulnerable households, many of whom have lost their main breadwinner (usually an adult male). Women and children are therefore often the main beneficiaries of the relief it provides to IDPs, returnees and residents. The ICRC strives to ensure that children who have to provide for their families are included in registration and census exercises, so that they receive assistance for themselves and for other children in their care.

If the need exists, the ICRC provides food rations, often including food suitable for young children, and essential household items, such as blankets, tarpaulins, jerrycans, kitchen sets and hygiene kits, to enable families to take care of themselves and their children. Hygiene kits usually include specific products for infants, such as washable disposable diapers. Other items, such as clothes or fabric, are also distributed. School kits may also be given to children, especially if lack of educational material is a barrier to resuming schooling.

Upon reunification with their families (see Protection – Restoring family links above), children are usually provided with a kit containing clothing, food items or educational material, to help reduce immediate costs for the family. When necessary, the ICRC may consider providing additional assistance to the family.

**Water and habitat**

ICRC water and habitat activities give women and children, along with other members of the population, safe access to a source of water for multiple purposes (e.g. household consumption, agriculture or other essential needs). They also promote better sanitation practices, improve public health by reducing the incidence of communicable diseases caused by inadequate hygiene, and prevent long journeys to water points, during which women and children may be at risk of attack. Activities to maintain, rehabilitate or construct public infrastructure, such as water treatment plants, hospitals and health centres, make essential services available to women and children, provide them with shelter and lighting, help protect them from adverse weather conditions and serve to mitigate the risk of sexual violence and other abuse. In some cases, fuel-efficient stoves are provided so as to reduce the need for women and children, particularly girls, to go out in search of firewood, lessening the risk that they will be attacked and leaving them more time for other activities.

In some contexts, the ICRC endeavours to improve the learning environment in schools and to make schools safer for children by, for instance, upgrading infrastructure and demarcating them clearly as safe zones.

Children and their mothers are among the main targets of hygiene promotion sessions aimed at equipping them with the knowledge and skills needed to help prevent and contain the spread of communicable diseases. Sessions commonly cover the prevention of major risks identified in the environment, such as hand-to-mouth contamination, through good hygiene; the proper use and maintenance of facilities and equipment for water, sanitation and waste management; and the prevention and treatment of diarrhoea.

**Health**

The ICRC works to reinforce reproductive health, including ante/post-natal care and care for newborns. Birth attendants and midwives trained or supported by the ICRC also play decisive roles in health education, for example, on basic care and breastfeeding. The ICRC’s involvement in vaccination campaigns, particularly in difficult-to-access areas, is also a key part of its health activities for the civilian population: ICRC support for immunization programmes (cold chain, transport, supervision) benefits mostly children under five, and girls and women of childbearing age. In certain contexts, the ICRC implements the Community Management of Acute Malnutrition approach to treat young children (under five years old) suffering from severe acute malnutrition.

The ICRC aims to provide victims of violence, including those who have experienced sexual violence, with the necessary mental–health and psychosocial support. This includes identifying children who have witnessed or experienced violence so that it can respond to their specific concerns and/or refer them to appropriate services.

Teachers, volunteers and other members of the local community are trained in counselling techniques, helping them improve the assistance they offer victims of violence, including to find coping mechanisms and possible solutions. They are also taught psychosocial approaches and mediation skills, enabling them to facilitate the reintegration of the victims, who are often rejected by their families and communities, and acceptance of children born of rape, who are at a particularly high risk of being rejected, stigmatized or abused and denied access to education, inheritance rights or even a name.

**Weapon contamination**

The ICRC helps raise awareness of the dangers of mines and explosive remnants of war among communities living in or near contaminated areas, including schools or school routes. For example, the ICRC works with National
Societies to organize briefings for schoolchildren and communication initiatives to inform the public on how to behave safely in such areas.

PEOPLE DEPRIVED OF THEIR FREEDOM

The overall aim of the ICRC’s activities is to ensure that the conditions in which children are detained respect their specific needs and meet internationally recognized juvenile justice standards.

Protection

- Children detained in their own right may be registered by the ICRC and individually monitored, in order to ensure that they are afforded appropriate care and protection, including protection from torture and other forms of ill-treatment. Infants and other children accompanying detained parents (most commonly mothers) may also be registered, to ensure that their needs are not forgotten.
- During its visits to people deprived of their freedom, the ICRC pays special attention to the treatment and living conditions of detained children. Particular consideration is given to suspected victims of ill-treatment, including sexual violence. The ICRC checks on children’s living arrangements – boys should be held separately from girls and children from adults (unless their protection and well-being are better ensured by being with their families or other adults responsible for them). It also monitors the children’s ability to restore and maintain regular contact with their families (see also Restoring family links below) and to engage in appropriate recreational and educational activities. It then shares its findings and recommendations confidentially with the authorities concerned.
- The ICRC reviews children’s enjoyment of judicial guarantees. When children are detained beyond the time limits allowed by law, when they are eligible for non-custodial measures but do not benefit therefrom, or when they are below the age of criminal responsibility, the ICRC makes representations to the detaining authorities with a view to securing their release.
- The ICRC also advocates against the detention of children and family separation for immigration-related reasons.
- Children recruited or used by armed forces or armed groups are often victims of unlawful recruitment and should be treated primarily as victims, not perpetrators. The ICRC advocates non-custodial measures for children who would otherwise be detained solely on the grounds of their association with an armed group.
- ICRC support for the penitentiary administration and training for prison staff (medical personnel included) encompasses, whenever relevant, action pertaining to the specific needs of children, for example, in terms of food, health care, education and recreation.

Protection of family links

- ICRC family-links services allow child detainees to communicate with their families and detained adults to communicate with their children outside prison, contributing to the psychological well-being of all concerned.

- In some contexts, the ICRC also enables child detainees to receive family visits, and children to visit their detained relatives, by organizing family visits and/or by covering the relatives’ transportation expenses. Aside from their psychological benefits, these visits are often a vital channel through which detained children obtain food, other essential items, and even access to legal support.

Assistance

- ICRC assistance programmes for detainees are adapted to the specific needs of children, whenever necessary. For example, clothing, educational and recreational materials are tailored to the age of the child, and girls may receive specific hygiene items, medical supplies and support to access appropriate health care, particularly if they require ante/post-natal care.
- In some cases, the ICRC also promotes and facilitates access to education for detained children – for example, by donating books and school materials or building classrooms inside prisons. It also advocates to the authorities the importance of ensuring that detained children have access to the same educational opportunities that they would have had outside places of detention.
- As infants may be born in detention, and they and young children often stay with their detained mothers, their needs are also addressed, for example, in terms of food, health care (including vaccinations), clothing and play as well as advocating for birth registration.
- Where a detainee’s spouse and children risk destitution through loss of the family’s main breadwinner, the ICRC may include them in livelihood-support programmes that aim to improve income-generation and self-sufficiency.

Water and habitat

- The ICRC’s maintenance, repair or construction initiatives in places of detention are always designed to take into consideration the needs of children; for example, the organization may support the construction or refurbishment of quarters for children to separate them from detained adults, dedicated sanitation facilities, space for activities (including education), and adequate facilities for women with infants and/or young children.
- Children living with their detained mothers benefit from hygiene promotion sessions that aim to prevent and contain the spread of communicable diseases.

WOUNDED AND SICK

Assistance

Medical care

- The ICRC works to ensure that children have access to adequate care at hospitals provided with specific drugs, consumables and equipment. ICRC medical workers provide staff at supported facilities with clinical expertise.

Physical rehabilitation

- Children benefit from physical rehabilitation programmes supported by the ICRC. They may receive artificial limbs, walking aids, wheelchairs and physiotherapy. Children require such services more frequently than adults as they rapidly outgrow their prosthetic/orthotic devices.
Water and habitat

- Activities to renovate or construct health facilities such as hospitals, health centres and physical rehabilitation centres always take into account the specific needs of children. In most cases, children and their caregivers are given special accommodation in line with local customs and internationally recognized standards.

**ACTORS OF INFLUENCE**

**Prevention**

- Prevention activities targeting influential stakeholders (e.g. political authorities, armed forces and other weapon bearers, civil society representatives, the media, academics, young people, NGOs) always emphasize the need to take measures to respect the life and dignity of people affected by an armed conflict or other situation of violence; as part of these efforts, the ICRC emphasizes that children – who often represent a large segment of the population concerned – are particularly vulnerable and that their specific needs must be recognized and addressed.

- Depending on the target group, prevention activities may highlight the existing provisions of IHL and international human rights law that focus on children, such as the 1977 Additional Protocols and the Optional Protocol to the Convention on the Rights of the Child, along with relevant national legislation, which may afford even greater protection. The ICRC provides technical support and advice to countries on how to ratify such instruments and enact national legislation to implement their provisions, so as to enhance the protection afforded to children and to meet their specific needs. In so doing, it emphasizes the protection of schools and the issue of child recruitment. All stakeholders are systematically made aware of their responsibilities and capabilities in this respect through a combination of bilateral meetings, legal advice, dissemination sessions, training courses, documentation and publications, academic competitions and communication campaigns.

- The ICRC is often invited to speak about the effects of armed conflict and other situations of violence on children at conferences, contributing to the common efforts of the international community to improve child protection standards in humanitarian work. It also provides input for new international resolutions, policies and other documents – for example, guidelines for protecting schools and universities against attacks – and promotes their enforcement.

- The ICRC addresses the consequences of armed violence affecting young people in Latin America, including through school-based projects conducted in partnership with the local education authorities, and often with the relevant National Society, and aimed at fostering a humanitarian space in and around schools.

**RED CROSS AND RED CRESCENT MOVEMENT**

**Cooperation**

- National Societies are the ICRC’s primary partners. They have valuable knowledge of the local context, owing to their proximity to victims and their networks of volunteers and local partners. The ICRC works in partnership with National Societies to address the needs of children affected by an armed conflict or other situation of violence.

- The ICRC also works in partnership with National Societies to support the development of their tracing, first-aid and emergency-preparedness activities, so as to strengthen their operational capacities. This helps the National Societies improve their response to the specific needs of violence-affected children.

- Many National Societies also receive support for specific activities aimed at alleviating the suffering of children caught in an armed conflict or preventing vulnerable children from joining armed groups and gangs. For example, in some contexts, National Societies help improve the learning environment by upgrading infrastructure and donating school supplies, and work with teachers to provide psychosocial support for children or with students to develop Red Cross youth clubs.

- Through regular meetings and dialogue, and in line with the Seville Agreement 2.0, all operations to meet the needs of those affected by an armed conflict or other situation of violence, including children, are coordinated with other Movement components present in the context to ensure the best response.
The ICRC’s operational approach to internal displacement

Internal displacement is a recurrent consequence of armed conflicts and other situations of violence. In most cases, it gives rise to an unstable and unsustainable set of circumstances for IDPs, the families and communities hosting them, and the authorities concerned.

There are two broad causes of displacement in armed conflicts: as a direct consequence of the hostilities, owing to already occurring violence that forces people to flee their homes, or as a pre-emptive measure on account of fears or threats; and as a secondary consequence, owing, for example, to the exhaustion of resources or to poor access to essential services as a result of the general hardship brought about by the conflict.

The term “internal displacement” describes a process and a set of circumstances, and not a particular “status”; becoming an IDP does not confer any formally recognized legal status under international law. The ICRC does not have its own definition of IDPs; it works with the definition most commonly used within the international community – the one set out in the 1998 UN Guiding Principles on Internal Displacement, which brings together existing norms of IHL, international human rights law and refugee law in a way that covers all the phases of internal displacement. The definition, which is broad, refers to “persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized state border”.

IDPs are protected by various bodies of law, including human rights law and – if they are in a state experiencing armed conflict – IHL. Under IHL, IDPs are entitled to the general protection afforded to civilians, unless they directly participate in hostilities. Moreover, as the majority of IDPs are nationals of the state in which they find themselves displaced, they are also entitled to the full protection of national law and the rights it grants to citizens without adverse distinction resulting from displacement.

The forced displacement of civilians for reasons related to armed conflict is banned under both treaty and customary IHL. Exceptionally, temporary evacuations may be carried out if the security of the civilians involved or imperative military reasons so demand. In addition to this express prohibition, the rules of IHL intended to spare civilians from hostilities and their effects also play an important role in preventing displacement from occurring in the first place, as violations of these rules often cause civilians to flee their homes.

Phases of displacement
The ICRC understands internal displacement to be a dynamic phenomenon consisting of a series of relatively distinct phases: the pre-displacement period (the circumstances leading up to displacement and the event that causes displacement); the displacement itself (further divided into the acute, highly unpredictable phase, which includes flight and the arrival in a new location, during which immediate protection and assistance efforts are required; and longer-term, often protracted, displacement, during which IDPs need support to access livelihoods and essential services such as health care and education, so that they can progressively normalize their circumstances); and the durable solution phase (i.e. return, local integration in the place where they found refuge, or resettlement in another part of the country). This conceptual framework provides the basis for understanding the causes, characteristics, threats and vulnerabilities associated with each phase. It enables rapid analysis of the immediate circumstances of those affected and of anticipated changes to their situation, and therefore promotes a flexible holistic and multidisciplinary response.

While using an “all phases” approach in its analysis of situations of internal displacement, the ICRC does not aim to respond to every phase of displacement to the same extent; it seeks to combine different forms and levels of engagement to help meet people’s needs in each phase of their displacement, as called for by the situation. The focus is on bringing a specific added value to the humanitarian response, based on the ICRC’s expertise and experience.

A holistic approach
The ICRC views internal displacement as a set of circumstances that have direct or indirect adverse effects on different segments of the population, and aims to respond accordingly; for example, it aims to address the protection and assistance needs not only of IDPs, but also of those unable to flee or of communities hosting IDPs. This needs-based approach is rooted in the ICRC’s mandate to protect and assist all victims of armed conflict and other situations of violence, and in the Movement’s Fundamental Principles.

The ICRC works with all stakeholders, from the displaced and their host communities to the authorities and parties to the conflict, to prevent conditions that cause displacement in the first place; alleviate the effects of displacement, if it does occur, both on the IDPs themselves and on other civilians, in most cases host families and host communities; and create conditions for durable solutions for IDPs, whether for their return home, integration into the place where they have found refuge, or resettlement in another part of the country, without adverse effects on them or on others. Significantly, from the moment of displacement, the ICRC’s work goes beyond mere emergency relief and towards interim solutions for IDPs, aimed at helping them regain their self-sufficiency and autonomy and strengthen their self-resilience and agency while more sustainable, durable solutions remain out of reach.

Within this approach, the ICRC acknowledges that those who have been forced to leave their homes often contend with particular needs and vulnerabilities that require a specific response. They may experience loss of shelter, resources and essential documentation; disruption of livelihoods; family
separation, especially if they flee at very short notice and in chaotic circumstances; disruption or complete breakdown of community support networks; increased risks of exploitation and abuse; reduced access to essential services; potential marginalization from decision-making structures; and psychological and physical trauma. These exacerbate the general difficulties inherent to a conflict environment. Furthermore, IDPs are often displaced several times over, increasing the likelihood of further impoverishment and trauma. However, people who are displaced are not all equally vulnerable. The ICRC recognizes that IDP’s specific needs and vulnerabilities depend on age, gender, disability, and other social, religious, political, economic or environmental factors, and can change and/or evolve over the period of displacement. Certain factors may therefore decrease or increase persons’ vulnerability to displacement during armed conflict and other situations of violence, and also influence how internal displacement is experienced by IDPs. For example, those who have adequate resources may cope independently with the consequences of conflict and displacement, at least in the short term. Conversely, women, children, and minority groups may be at heightened risk of being forcibly displaced and face greater challenges in developing coping strategies when displaced. Moreover, people who do not move are not necessarily safe from hardship; those who are unable to flee or who stay behind (e.g. the elderly, the sick, the wounded, people with physical disabilities, unaccompanied minors, those for whom fleeing is too risky, or civilians facing restrictions on movement imposed by a party to the conflict) may be equally or sometimes more vulnerable than those who leave to seek safer circumstances.

Neighbouring communities or extended family members are often the first to receive the IDPs and can be significantly affected by their arrival, especially when IDPs are directly taken into and supported by individual households, often for extended periods, and the latter receive minimal or no assistance from the authorities or humanitarian agencies. In many cases, hosts already face dire circumstances even before the IDPs arrive and tend to be quickly stretched beyond their capacity to help, reaching the point of exhaustion, particularly when displacement becomes protracted. Tensions over insufficient resources – e.g. land, water and other natural resources, health care, education and other essential services, and jobs – can easily emerge and rapidly escalate, leading to protection concerns for IDPs and, in some cases, stigma. This may be particularly the case when large numbers of IDPs move into a city, transforming the urban space and placing additional strain on already weak and overburdened services. This is why the ICRC underscores that the needs of IDPs should be considered and addressed in conjunction with the needs of the communities and families hosting them.

Often, however, this temporary solution allows IDPs to stay close to their place of origin and families, and to avoid being confined to camps. Indeed, the majority of IDPs today live in cities or towns, in private accommodation or with host communities, with camps becoming the exception. This reflects a global trend towards urbanization as well as the increasing number of conflicts and other situations of violence taking place in urban settings. As a result, the ICRC seeks to provide protection and assistance services to IDPs outside camp settings and focuses its efforts in these areas. However, it may help to deliver some services in IDP camps, to complement the support provided by others, or, exceptionally, to manage camps; in these cases, it often works with National Societies. Maintaining the civilian and humanitarian character of camps is critical in such cases.

THE MULTIDISCIPLINARY APPROACH

The ICRC seeks to prevent displacement and to address the diverse needs of IDPs and host communities through a combination of different activities. It is committed to initiating a flexible response to internal displacement that can be adapted to the different and changing circumstances of the people affected. At every stage, its activities are designed to help empower beneficiaries, to promote their self-reliance, autonomy, and agency, and to reinforce positive coping mechanisms.

Preventing internal displacement

The ICRC aims to persuade authorities, armed forces and armed groups, mainly through confidential dialogue, to refrain from displacing civilians (barring the two exceptions to the prohibition of forced displacement, as outlined above); it also urges them to prevent other violations of IHL and other relevant bodies of law that may result in displacement. If displacement does occur, the ICRC makes confidential representations to those concerned, with a view to having them stop the violations and prevent further displacement.

ICRC assistance activities in the pre-displacement phase (such as ensuring access to a safe water supply and health care or providing livelihood support) can also help reinforce the resilience of the people concerned and remove some of the causes of displacement, provided that such a solution is in those people’s best interests. In parallel, the ICRC seeks to improve its understanding of the events that cause displacement to help prevent their recurrence. Acknowledging that displacement may be the only coping mechanism that people have to escape imminent danger or hardship, the ICRC also seeks to help conflict-affected communities to better prepare for the eventuality of displacement, when possible, by trying to anticipate and reduce the risks they may face during flight and on arrival in the new location (e.g., protecting

1. A policy of encampment, whereby a person is interned in or confined to a camp, is generally not favoured and may be contrary to international law (Principle 12 of the Guiding Principles on Internal Displacement). In situations of armed conflict, IHL allows for internment or assigned residence only when required for imperative reasons of security (Geneva Convention (IV), Articles 42 and 78). If the quality of life in camps set up to facilitate the delivery of humanitarian assistance is significantly higher than the average standard of living in the area, tensions may arise between the IDPs and the people outside the camps. The IDPs may also become dependent on aid, hindering efforts to restore their self-sufficiency. Camps may even attract the non-displaced and become overcrowded, putting undue pressure on the services available. If, however, there is no other option, the ICRC takes these factors into account before providing services to camps and will take specific measures to mitigate their potential negative effects, for example, by providing assistance to the surrounding communities or supporting the IDPs’ voluntary return when conditions of safety and dignity are met.
The ICRC's operational approach to internal displacement and violence. This is particularly important in situations of protracted access to their documentation or finding a source of income. Infrastructure or essential services or supporting people in self-sufficiency and resilience until durable solutions are achieved. The ICRC, therefore, collaborates with other actors – communities, authorities, other humanitarian organizations, development actors, the private sector, and financial institutions – to come up with innovative adaptation and coping mechanisms.

**Alleviating the effects of internal displacement**

If displacement occurs, the ICRC engages in a protection dialogue with the authorities and/or parties to the conflict, reminding them of their responsibility to ensure that IDPs are protected, their rights respected, and their essential needs met. The ICRC also acts as a neutral intermediary between warring parties, in order to facilitate the conclusion of agreements aimed at resolving humanitarian issues, including the plight of IDPs.

The ICRC conducts a wide range of assistance activities that are designed to help people meet their short- and longer-term needs (in terms of shelter, water and sanitation, nutrition, access to health care, etc.) and may contribute to their protection by enhancing their capacities to avoid threats or preventing them from resorting to strategies for survival that expose them to further harm or risks. The ICRC enables those displaced to restore links with their families, which contributes to their well-being. It also supports the efforts of relevant national and local authorities and structures to address the protection and assistance needs of IDPs when the entities and structures concerned are ill-equipped to do so.

The ICRC carries out these activities throughout the entire period of displacement.

**Supporting interim and durable solutions**

Whenever appropriate, the ICRC aims to facilitate durable solutions – the return of those who have been internally displaced, their integration in the place where they have found refuge, or their resettlement in another part of the country, based on voluntary, safe, and dignified choices. The ICRC engages the authorities on their responsibility to establish conditions and provide the means for IDPs to achieve durable solutions. As part of its commitment to delivering a sustainable humanitarian impact, the ICRC also works on interim solutions by supporting and strengthening IDPs’ self-sufficiency and resilience until durable solutions are found – for example, by helping to maintain critical civilian infrastructure or essential services or supporting people in accessing their documentation or finding a source of income. This is particularly important in situations of protracted conflicts and violence.

The ICRC often conducts protection and assistance activities for people seeking lasting solutions to their plight. These activities include measures to address the concerns of the permanent residents already in the area, with a view to minimizing tensions between them and IDPs.

**INTERNAL DISPLACEMENT AND MIGRATION**

For the ICRC, internal displacement and migration are two distinct humanitarian issues with specific characteristics, governed to some extent by different legal frameworks and state responsibilities, thus requiring different operational approaches. With regard to migration, the ICRC – together with the Movement’s other components – has adopted a broad description of migrants, to encompass all people who leave or flee their homes to seek safety or better prospects abroad, and who may be in distress and in need of protection or humanitarian assistance. This may include labour migrants and migrants deemed irregular by public authorities. It also concerns refugees, asylum seekers, and stateless persons, who are entitled to specific protection under international law. Whatever the reasons for leaving their country, migrants can become vulnerable at different stages of their journey, and some endure hardship that can threaten their lives or affect their physical and mental well-being. The ICRC’s response is geared towards addressing the needs of vulnerable migrants, keeping in mind that all migrants, irrespective of their status, are protected by international human rights law and – when caught in a conflict – by IHL. In view of the transnational, and at times transregional, nature of migration, the ICRC works with other components of the Movement, drawing on their presence along migration routes, to better understand and address the needs of these migrants and help bridge gaps in the protection and assistance they receive.

At the same time, the ICRC acknowledges that internal displacement and migration often result in similar needs and that a continuum can exist between internal displacement and migration, thus posing interrelated challenges. Many migrants, including refugees and asylum seekers, come from conflict-affected countries where internal displacement is already rife; some people who had been displaced internally may eventually move to another country, if they are unable to find protection and durable solutions in their country. Similarly, some returning migrants end up becoming displaced in their home country because going back to their places of origin is unsafe or would leave them without access to basic services and livelihood opportunities. The ICRC repeatedly draws attention to the possible connection between internal displacement and migration, and emphasizes that when such a connection exists, the situation should be addressed through comprehensive and coordinated responses aimed at maximizing protection for both IDPs and migrants. However, internal displacement should not necessarily be seen as a precursor to migration, and the specific predicament of IDPs should be recognized and addressed as a matter of priority in its own right.
RELATIONS WITH THE MOVEMENT AND HUMANITARIAN COORDINATION

Given the scope and magnitude of the problem of internal displacement, it is generally recognized that an effective and comprehensive response to the needs of IDPs and host communities is beyond the capacity of any single organization.

ICRC activities benefiting people affected by internal displacement are often carried out in partnership with the Movement’s other components. The ICRC’s primary partner is the National Society of a given country; in many instances, other National Societies working internationally are also involved. In line with the Seville Agreement 2.0, which replaces the 1997 Seville Agreement and its 2005 Supplementary Measures, the National Society of the affected country becomes “convener”, and the ICRC becomes “co-convener” in armed conflicts and other situations of violence. The ICRC’s specific responsibilities in crisis situations (including protracted crises and transition phases) include proposing the general objectives and direction of the Movement’s collective response, maintaining contacts with all parties to the conflict, and offering and supporting a security framework for all Movement actors responding to the crisis. For example, this includes the work done by the Movement to restore family links, an essential activity wherever people have been displaced, as displacement often results in family separation or relatives going missing.

The ICRC’s experience in the domain of internal displacement has been instrumental in Movement efforts to formalize current practice into policy. Working with the International Federation and a representative cross section of 20 National Societies, the ICRC held consultative meetings to prepare a Movement policy on internal displacement, which was adopted by the Council of Delegates in November 2009 (Resolution 5) and was the subject of a report to the Council of Delegates in 2011. The ICRC promotes and contributes to the implementation of this policy; it established a Movement Reference Group on Displacement in September 2020, which it co-chairs with the International Federation. The plan of action adopted by the group allows for exchanges and training on the key recommendations of the resolution.

The ICRC is also committed to facilitating coordination with other entities while preserving its neutrality, impartiality and independence. It has welcomed the various UN initiatives for humanitarian reform – including the cluster approach (although, as a neutral and independent organization, it is unable to be a formal part of it) and the launch of the GP2.0 Plan of Action for Advancing Prevention, Protection and Solutions for Internally Displaced People 2018–2020. The latter marks the 20th anniversary of the Guiding Principles on Internal Displacement and calls for more robust and coordinated efforts primarily at national, but also at regional and global level. The ICRC has also supported the UN Secretary-General’s High-level Panel on Displacement, organizing a session on the prevention of displacement that resulted in key recommendations, and regularly interacts with the UN Special Rapporteur on the Human Rights of IDPs and the UN Special Adviser on Solutions to Internal Displacement.

Ultimately, any coordination and collaboration must aim to meet all the needs of those affected by a conflict by promoting complementary roles among the various humanitarian organizations, avoiding duplication or gaps, and maximizing the impact of the overall humanitarian response.

THE ICRC RESPONSE TO INTERNAL DISPLACEMENT (BY TARGET POPULATION)

In line with its mandate, the ICRC seeks to help all people affected by an armed conflict or other situation of violence, based on their needs. As IDPs tend to be among the most vulnerable civilians, they often benefit from many ICRC activities – either because these activities are designed to address their specific needs, or because they aim to support the population as a whole, including those internally displaced. The points below detail only the specific activities or groups of activities that are particularly significant for IDPs or host communities or where, for one reason or another, IDPs constitute the majority of beneficiaries; the significance of the activity during the different phases of displacement is also explained.

CIVILIANS

Whenever possible, ICRC activities for civilians are carried out with the National Society of a given country, particularly in the fields of restoring family links and assistance.

Protection

Protection of the civilian population

- The ICRC monitors the situation of individuals and groups who are not or are no longer directly participating in hostilities, and documents allegations of abuse against them. These allegations are covered in the ICRC’s bilateral discussions with all parties regarding reported IHL violations, the measures to be taken to stop them and the need to strengthen the overall protection of the civilian population, especially with a view to removing some of the causes of displacement. The discussions may cover patterns of harm, such as direct or indiscriminate attacks, harassment, arbitrary arrests, sexual violence, looting or destruction of property and possessions, forced recruitment by weapon bearers, or restriction/denial of access to land, fields, markets and essential services.

- In addition to making formal and informal, confidential oral and written representations to the authorities concerned about alleged incidents, the ICRC conducts dissemination activities (see Actors of influence below) for the authorities and all types of weapon bearers on their responsibilities under IHL to at all times protect and assist individuals not or no longer directly participating in hostilities.

- By reinforcing civilians’ self-protection mechanisms and acting as a neutral intermediary to facilitate movement across front lines or access to essential services (e.g. health care, markets, education), the ICRC can remove some of the causes of displacement while helping to boost people’s resilience.

- When displacement does occur, the ICRC engages with the authorities, who, while bearing the primary duty to protect and assist the displaced and to manage the...
displacement crisis, may lack the capacity or the will to do so. It highlights critical humanitarian needs and makes recommendations to the authorities on how they can better fulfil their obligations, including to protect civilians from abuse and further displacement; it takes care to emphasize that IDPs are not a homogeneous group and that each sub-group is likely to have specific concerns related to gender, age and physical or mental and other capabilities.

- The forced displacement of the civilian population by the parties to an armed conflict is prohibited, except where evacuation is required for the security of the civilians concerned or for imperative military reasons. Any movement of IDPs ordered or undertaken by the authorities, must be carried out in a safe and dignified manner. In terms of responding to a displacement crisis, the authorities bear responsibility for protecting and assisting displaced populations and for ensuring that the conditions are in place for the resolution of the problem. The ICRC advocates the establishment of such conditions, so that displaced people are able to return to their places of origin, integrate into the community in the place where they have found refuge, or resettle in other parts of the country, according to their preferences. These conditions include security guarantees, access to livelihoods and essential services, the ability to exercise housing, land and property rights, and often, compensation for lost, stolen or destroyed property. Physical movement back to their area of origin or merging with the host community does not – on its own – amount to IDPs having found a durable solution, as they need support to (re-)integrate into the receiving communities. A premature return often leads to re-displacement and further hardship.

- The ICRC pays particular attention to the relationship between IDPs, no matter where they are accommodated, and the host communities in order to avoid or reduce tension between the two groups, such as that caused by competition for overstretched resources. Whenever possible, the ICRC takes direct action to remove or reduce the causes of the tension.

- Encouraging respect for people’s dignity includes ensuring that they have access to accurate information and can actively influence decisions made on their behalf, so that they are still able to make choices about their lives, however dire the circumstances. For example, a lack of information regarding the services available or the local procedures makes it difficult for IDPs to access essential services and support. In such cases, the ICRC will directly facilitate beneficiaries’ access to the services available, including those run by the state, and prompt the authorities to improve their communication and information-sharing systems.

- During their flight, IDPs may leave behind or lose critical documents (personal identification cards, passports, birth certificates, marriage certificates, etc.) or have them stolen, making it difficult for them to exercise their rights. The ICRC reminds the authorities of the importance of providing document replacement services to all eligible citizens. It can also act as a neutral intermediary to relay official documents across front lines, between family members or between the authorities and civilians.

**Protection of family links**

- IDPs often become separated from or lose contact with loved ones while fleeing, especially when displacement is sudden and disorganized, or upon arrival in the new location, in the context of screening processes or when being accommodated in camps. Preserving family unity in the first place and later enabling displaced people to restore and maintain contact with their families, within the country or abroad, contributes to the protection and psychological well-being of everyone concerned.

- ICRC-organized or supported family reunifications aim to reunite vulnerable people with their families, including relatives who have become separated because of displacement.

- The ICRC also reminds parties to an armed conflict of their obligation to provide the families of persons reported missing as a result of the conflict with any information it has on the fate of their relatives. In addition to its advocacy efforts, the ICRC may aim to help boost national forensic and data-management capacities, offer its legal expertise for the drafting of legislation, and work to improve psychosocial, economic, legal or administrative support for the families of missing persons.

**Assistance**

**Economic security**

- When distributing aid, the ICRC gives priority to the most vulnerable. Many of them are displaced people who have had to flee at short notice and with only limited belongings, although the ICRC also assists permanent residents who are directly affected by the conflict, or host communities and households who are affected by the strain placed on existing resources. IDPs returning to their places of origin or resettling in another part of the country are also counted among the beneficiaries. As necessary, the ICRC provides cash, food supplies and/or essential household items, such as blankets, tarpaulins, jerrycans, kitchen sets and hygiene kits, to enable displaced people to set up temporary homes, or returnees to build new ones. Other items, such as clothes or fabric, are also distributed according to need.

- Livelihood support programmes help people protect or regain their self-sufficiency, autonomy, and a sense of dignity. Seed and tool distributions, livestock replenishment and vaccination, cash-for-work projects to rehabilitate community infrastructure, grants or material inputs (e.g. sewing machines, donkey carts, flour mills, oil presses, brick-making machines, irrigation pumps), for example, directly improve the standard of living of households by helping them continue or jump-start an income-generating activity. This, in turn, can also help people to cope with the various threats they face in the situation of armed conflict or violence. In this way, boosting economic security may help mitigate some of the possible drivers of displacement. Moreover, displaced households, whether they are able to return home after a relatively short period of time or are
caught up in prolonged displacement, are cut off from their livelihoods and struggle with the depletion of their resources. The ICRC’s support helps IDPs and returnees recover or maintain their sources of income as part of their efforts to rebuild their lives. The support provided to the receiving communities, especially households hosting IDPs, contributes to alleviating possible tensions.

In many cases, vocational training forms part of livelihood support programmes, either to help the beneficiaries keep up their skills or to enable them to take up a new economic activity more suited to the area to which they have been displaced. For example, people displaced from rural to urban areas often do not have the skills required to find work in cities and need assistance to be able to find a new source of income.

Water and habitat, Health

By ensuring access to potable water and to healthcare services in situ, either directly or by supporting other providers, the ICRC may help some people avoid displacement and/or promote conditions conducive to IDPs’ dignified return. Where displacement has already occurred, the ability of IDPs, returnees and permanent residents to safely access health care and/or water for multiple purposes (e.g. household or agricultural consumption and other essential needs) ensures better sanitation practices; improves public health by reducing the incidence of illnesses/diseases, including communicable ones caused by inadequate hygiene; and prevents long journeys to water points, which decreases people’s risk of being attacked. Health and hygiene promotion sessions aim to teach people basic practices that can help minimize or prevent the spread of disease. Such activities also help ease tensions caused by competition for resources. When urban services are affected by the cumulative impact of protracted armed conflict, the ICRC’s structural interventions to rehabilitate such services and enhance their operational resilience benefit both IDPs and permanent residents living in the city.

When large numbers of IDPs converge in camps, state-run reception centres, other evacuation sites, or urban neighbourhoods the facilities may be unable to cater to all of them; health-care facilities, many of them already run-down or overstretched, in the areas receiving IDPs may also be overwhelmed by the increased needs. In this context, the ICRC may renovate infrastructure; construct or repair water, sanitation and health facilities; provide equipment; or train staff, volunteers or IDPs in those tasks. The ICRC also highlights the needs to the authorities, urging them to expand their services. Large urban infrastructural projects are also carried out, at times with development actors, to ensure a longer-term impact and support to both IDPs and host communities.

IDPs may benefit from psychological support to help them deal with the trauma of displacement and/or of the violations of IHL or other causes that prompted the displacement.

Depending on their circumstances, IDPs face the risk of malnutrition. The ICRC may support therapeutic feeding programmes during emergency situations.

Weapon contamination

To help prevent injuries caused by weapon contamination, the ICRC marks contaminated areas, conducts mine-risk education, mobilizes and supports authorities and others conducting clearance operations, and – in exceptional cases and in line with strict criteria – deploys specialist teams to conduct such operations for a limited time. These activities often benefit IDPs as well as resident and host communities and may also help foster conditions conducive to safe voluntary returns. In the event of an accident, the ICRC provides victims with medical treatment, including surgical care and physical rehabilitation, and economic assistance.

WOUNDED AND SICK

In its dialogue with the authorities and weapon bearers, the ICRC reiterates their obligations under IHL to respect and protect medical personnel, equipment and facilities and to allow all people in need, including displaced civilians, access to medical care. In addition, health personnel are instructed in their work-related rights and responsibilities under IHL and the protective measures they can employ, such as marking health structures with a protective emblem.

The ICRC reminds the authorities, including the health authorities, of measures that need to be taken (e.g. proper registration of patients in health structures, registration of medical evacuations). The ICRC’s efforts to help IDPs obtain or replace official documentation (see Restoring family links above) can also serve to ensure their access to health care, as the lack of identity or other documents often becomes an obstacle to receiving medical treatment.

Assistance

Medical care, physical rehabilitation

IDPs and permanent residents alike may be wounded as a result of the hostilities or may fall sick and need to be treated at first-aid posts or in hospitals that are ill-equipped to deal with them because they are dilapidated or simply because of the sheer numbers of people in need. IDPs are also among those who benefit from ICRC-supported physical rehabilitation programmes. They may receive artificial limbs, walking aids, wheelchairs and physiotherapy.

ACTORS OF INFLUENCE

Many of the ICRC’s protection and prevention activities, especially for those classified by the ICRC as influential groups, have the same objectives: to raise awareness of IHL and other applicable norms, to urge those with influence over the humanitarian situation to enforce respect for these norms and enhance respect for the civilian population, including those displaced, and to provide them with the support they need to do so. For that reason, the two sets of activities are discussed jointly in this section.

The ICRC is also involved in informing and influencing the broader policy debate on the challenges related to internal displacement and the response to it, with a focus on urban displacement; climatic shocks and risks, conflict and mobility;
and interim and durable solutions. It takes part in regional and global forums, presenting opinions and recommendations based on its first-hand experience in the field. It promotes the ratification of the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention), the first legally binding regional instrument on internal displacement, and supports its implementation, including domestically.

**Prevention**

- Activities targeting influential stakeholders (e.g. political authorities, armed forces and other weapon bearers, civil society representatives, the media, academics, young people, NGOs) emphasize the need to take measures to respect the life and dignity of all people affected by an armed conflict or other situation of violence, including IDPs. All are made aware of their responsibilities and/or capabilities in this respect through a combination of bilateral meetings, dissemination sessions, training courses and workshops, publications, academic competitions and communication campaigns.

- The authorities, both civil and military, bear the primary duty to protect and assist people in their territory. Humanitarian action cannot and should not be expected to comprehensively make up for shortcomings in the formal system. The ICRC therefore discusses with the authorities – at all levels, on the ground and at high-ranking levels right up to the cabinet – their obligations to protect and assist those affected by displacement, and to ensure that IDPs are able to exercise the same rights and freedoms under the applicable legal frameworks as other citizens, without discrimination. In situations of armed conflict, discussions with the parties involved, including non-state armed groups, specifically includes their obligations under IHL.

- Where existing domestic legislation is inadequate, the ICRC offers technical support and expertise to the authorities to help them develop new laws and adopt the necessary policies and concrete measures to implement them.

- During its contacts with a range of influential stakeholders – for instance, during training courses and workshops – the ICRC covers the rules of IHL, respect for which may help prevent conflict-related displacement; these rules include:
  - the obligation to distinguish at all times between civilians and combatants and between civilian objects and military objectives;
  - the prohibition on making civilians or civilian objects the target of attacks;
  - the prohibition on indiscriminate attacks;
  - the prohibition to launch an attack which may be expected to cause incidental civilian harm that would be excessive in relation to the concrete and direct military advantage anticipated;
  - the obligation to take precautions in attacks to spare the civilian population;
  - the prohibition to attack or destroy objects indispensable for the survival of the civilian population;
  - the prohibition on reprisals against the civilian population and civilian property;
  - the obligation to respect fundamental guarantees, such as the prohibition of ill-treatment; and
  - the obligations of all parties to a conflict in relation to humanitarian assistance and access.

- The ICRC also discusses with the authorities their obligation to provide protection and assistance and to seek solutions when displacement occurs. This includes ensuring that those displaced:
  - are protected against threats, arbitrary arrests, attacks and other acts of violence; enjoy respect for their property rights (either that currently with them or that left behind); are able to maintain their dignity, physical, mental and moral integrity, and family unity; are able to exercise their right to freedom of movement and freedom to choose their place of residence (in or out of camps, within the country or abroad); are able to return voluntarily and in safety to their homes;
  - have adequate standards of living in terms of food, water, sanitation, basic shelter, clothing, health care and education;
  - have access to the documents they need to exercise their rights (personal identification document, passport, birth certificate, marriage certificate, etc.); and
  - have access to accurate information in order to make informed choices and participate in and influence decisions being made on their behalf.

- The ICRC raises the authorities’ awareness of their responsibility to provide the basic conditions enabling IDPs to achieve a durable solution through return, local integration, or resettlement in another part of the country as quickly as possible. The basic conditions for sustainable, long-term solutions, based on voluntary, safe and dignified choices, include assurances that IDPs:
  - do not suffer attacks, harassment, intimidation, persecution or any other form of punitive action upon return to their home communities, settlement in their current locations or resettlement elsewhere;
  - are not subject to discrimination for reasons related to their displacement, and have full non-discriminatory access to national protection mechanisms (e.g. police and courts);
  - have access to the personal documentation typically needed to access public services, to vote and for administrative purposes;
  - have access to mechanisms for property restitution or compensation;
  - enjoy standards of living without discrimination adequate, including shelter, health care, food and water; and
  - are able to reunite with family members if they so choose.
RED CROSS AND RED CRESCENT MOVEMENT

Cooperation

- The ICRC promotes the implementation of the Movement policy on internal displacement when responding directly to the needs of the people concerned and when supporting the efforts of other Movement components to do so.

- Whenever possible, the ICRC works in operational partnership with the National Society of a given country to meet the needs of all those affected by displacement. It also provides technical, material and financial support and training to the National Society, to enable it to boost its capacities to fulfil its mandate, for example, in terms of restoring family links, first aid and emergency preparedness and response (see Civilians above).

- Through regular meetings, dialogue and strategic and operational coordination platforms, and in line with the Seville Agreement 2.0, the ICRC, when co-convening the Movement’s international response, ensures that all operations to meet the needs of those affected by displacement are coordinated with other Movement components present in the context, to ensure the best response possible. The ICRC supports such coordination mechanisms when they are led by other Movement components.
AFRICA

BUDGET IN KCHF

<table>
<thead>
<tr>
<th>Category</th>
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</tr>
</thead>
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<td>Assistance</td>
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<td>Prevention</td>
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<tr>
<td>Cooperation with National Societies</td>
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</tr>
<tr>
<td>General</td>
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</tr>
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<td><strong>TOTAL</strong></td>
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Of which: Overheads 57,433

PERSONNEL

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<td>Resident staff</td>
<td>7,870</td>
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ASSISTANCE TARGETS

CIVILIANS

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Food consumption</td>
<td>People 5,234,398</td>
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<td>People 531,558</td>
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<td>Living conditions</td>
<td>People 48,235</td>
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<tr>
<td>Water and habitat</td>
<td>People 8,041,828</td>
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<tr>
<td>Health</td>
<td>Structures 339</td>
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PEOPLE DEPRIVED OF THEIR FREEDOM

<table>
<thead>
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<tr>
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<td>People 70,436</td>
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<td>Water and habitat</td>
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WOUNDED AND SICK

<table>
<thead>
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<th>Target</th>
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<tbody>
<tr>
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<tr>
<td>Physical rehabilitation</td>
<td>Projects 110</td>
</tr>
<tr>
<td>Water and habitat</td>
<td>Structures 53</td>
</tr>
</tbody>
</table>

The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.
ABIDJAN (REGIONAL)

COVERING: Benin, Côte d’Ivoire, Ghana, Guinea, Liberia, Sierra Leone, Togo

In the countries covered by the delegation, established in 1992, the ICRC supports the authorities in implementing IHL, encourages armed and security forces to respect that law and visits detainees, working with the authorities to improve conditions for detainees. It works with the region’s National Societies and supports their development. The delegation focuses on responding to the protection and assistance needs of people, including refugees, affected by armed conflicts and other situations of violence in the greater region.

PERSONNEL

<table>
<thead>
<tr>
<th>Personnel Type</th>
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BUDGET IN KCHF

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<td>General</td>
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**TOTAL**: 12,551

Of which: Overheads 766

ASSISTANCE TARGETS

CIVILIANS

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<th>Target</th>
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<tr>
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<td>10,500 people</td>
</tr>
<tr>
<td>Income support</td>
<td>2,450 people</td>
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<tr>
<td>Living conditions</td>
<td>10,500 people</td>
</tr>
<tr>
<td>Capacity-building</td>
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<tr>
<td>Water and habitat activities</td>
<td>10,000 people</td>
</tr>
<tr>
<td>Health</td>
<td></td>
</tr>
<tr>
<td>Health centres supported</td>
<td>5 structures</td>
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</table>

PEOPLE DEPRIVED OF THEIR FREEDOM

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
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<tr>
<td>Economic Security</td>
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<tr>
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<tr>
<td>Water and habitat activities</td>
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WOUNDED AND SICK

<table>
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<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Rehabilitation</td>
<td>13 projects</td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>385 structures</td>
</tr>
</tbody>
</table>
SITUATION

- Benin, Côte d’Ivoire, Ghana and Togo are all tightening security measures – with the help of other countries – in response to the activities of armed groups in the Sahel region (see also Burkina Faso). In recent years, attacks have come in waves in these countries. After an attack, military and security forces carry out operations, and often make arrests.
- The activities of the weapon bearers drive people to flee from northern Côte d’Ivoire and Burkina Faso, to seek safety. Some Ivorian refugees who left their country at the onset of the internal conflict in 2011 have not yet returned. There are also reports of small-scale displacements of people in northern Togo.
-Communal, political and socio-economic tensions in the countries covered by the regional delegation are potential sources of violence – even more so now, because of the effects of the COVID-19 pandemic, the international armed conflict between the Russian Federation and Ukraine, and climate crisis on the cost of living, and also because of the availability of small arms.
- People from the countries covered seek to migrate to Europe or elsewhere in West Africa. Littoral countries, such as Côte d’Ivoire, are countries of both origin and transit for migrants.
- Abidjan, in Côte d’Ivoire, is a hub for humanitarian, development and multilateral dialogue; it also hosts a regional school for counter-terrorism. Countries in the region contribute troops to peacekeeping missions.

HUMANITARIAN CONCERNS

- Communities in northern Benin, Côte d’Ivoire, Ghana and Togo are feeling the effects of violence in the Sahel. The presence and activities of armed groups put people at risk of abuse and displacement, and make it more difficult for some households – notably those displaced and those whose male breadwinners were lost to violence, detention or migration or were disabled – to earn a living.
- Displaced people do not have easy access to food and other essential items, or to water and health care, especially in the mostly rural areas of northern Côte d’Ivoire and Togo. Physical rehabilitation services are in short supply, as most facilities are in the cities of the distant south.
- Members of families dispersed by violence, migration, detention and other circumstances have difficulty restoring and maintaining contact. In Côte d’Ivoire, some people still have no news of relatives missing in connection with past conflict or migration. Some returning migrants are emotionally traumatized by abuse suffered elsewhere.
- The penitentiary authorities in Côte d’Ivoire have been taking steps to improve detainees’ treatment and living conditions; overcrowding and shortages of food continue to be sources of concern. More and more people are being arrested in connection with the security situation and the activities of armed groups; they are held in prisons and in places of temporary detention, such as police stations.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- urge parties concerned to fulfil their obligations under pertinent international norms to ensure the protection of communities affected by the security situation in the Sahel region, and to safeguard these communities’ access to health care and humanitarian aid;
- work with National Societies to monitor the situation of communities in northern Benin, Côte d’Ivoire, Ghana, and Togo, and of displaced people, migrants and families of missing people; and provide either emergency aid or livelihood support to them;
- reconnect families separated by past armed conflict, migration or detention; monitor the treatment and living conditions of detainees, including security detainees, throughout the region and, in Côte d’Ivoire, give the authorities advice for improving penitentiary services as a whole;
- support the efforts of other organizations, and of health ministries, to improve the quality and availability of physical rehabilitation services in the region; ensure that disabled people have access to good-quality services at ICRC-supported centres;
- reinforce understanding of and support for IHL and the Movement in the region, by engaging with communities affected by the security situation in the Sahel, the authorities, civil society and influential organizations based in Abidjan.

The ICRC’s regional logistics centre in Abidjan provides logistical support for ICRC operations throughout Africa.
**ICRC ACTION**

**CIVILIANS**

Objective: Vulnerable people, including displaced people, are respected in accordance with IHL and other applicable norms, and are able to meet their basic needs. Members of dispersed families stay in touch and, where appropriate, reunite. People learn the fate of their missing relatives.

Providing emergency and livelihood aid to people affected by violence in the Sahel

The ICRC will engage closely with people affected by violence in the Sahel, with migrants, and with missing people’s families. It will monitor their situation, in partnership with the National Societies in the region. To this end, it will help National Societies to train their volunteers in assessing needs and risks, and in data protection. Documented cases of unlawful conduct – sexual violence, disregard for international law enforcement standards and pertinent norms, and obstruction of access to health care and other essential services – will be discussed confidentially with parties concerned, with a view to preventing their recurrence (see also *Actors of influence*).

Communities affected by violence in the Sahel will be assisted by National Societies and the ICRC to recover from and be more resilient to its effects. Displaced and wounded people will be given basic necessities and referred for medical care. Households headed by women and others affected by violence will be given cash, supplies and training to increase their income and develop their ability to produce food; as in past years, there will be a focus on reinforcing community support mechanisms.

Reconnecting members of separated families and ascertaining the fate of missing people

The ICRC will help National Societies in the region to strengthen their family-links services for people separated from their relatives by various circumstances, particularly migration and displacement caused by violence in areas bordering the Sahel. It will maintain its tracing activities, especially for migrants, and continue to coordinate them with the activities of other ICRC delegations (see, for example, Dakar and Tunis). Together with the UNHCR, it will follow up cases of minors, particularly Ivorian refugee children, separated from their families. The ICRC will seek – through communication campaigns and community-engagement initiatives – to encourage people to make use of the family-links services mentioned above and implement measures to mitigate the risk of family separation or disappearance.

The ICRC will continue to urge the authorities in Côte d’Ivoire to: invigorate their efforts to find out what happened to people missing in connection with the 2011 conflict; take steps to locate people missing in connection with migration; and ensure that missing people’s families are able to obtain assistance. It will advise the authorities on updating laws pertinent to missing people and their families, and on setting up official support mechanisms for these families.

The ICRC will provide, throughout the region, technical and logistical support for forensic and other services managing human remains and collecting DNA samples from families in Côte d’Ivoire, as part of regional initiatives to identify the remains of migrants who died in countries not their own.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- document people’s protection-related concerns; make oral and written representations to the pertinent parties
- brief weapon bearers on the international standards applicable to their duties (see *Actors of influence*)

**PROTECTION OF FAMILY LINKS**

- with the National Societies concerned, offer phone calls, RCMs, tracing, and other family-links services; in addition:
  - reunite unaccompanied minors and separated children, and other vulnerable people, with their families when appropriate
  - publicize these services – and urge the importance of maintaining contact with their families – among migrants
  - organize family visits for the two people resettled in Ghana after their release from the US detention facility at the Guantanamo Bay Naval Station in Cuba
  - in Côte d’Ivoire, give the authorities advice on matters linked to migration and missing-persons cases

**FORENSICS**

- conduct workshops and training, in managing human remains, for forensic experts and first responders in the region; particularly in Côte d’Ivoire:
  - give the authorities expert advice on developing the necessary legal frameworks
  - donate equipment to forensic professionals
  - offer technical and other support to the national institute of forensic medicine and the foreign ministry for collecting DNA samples from missing people’s families, to match with those taken from Ivorian migrants who died in other countries

**HEALTH**

<table>
<thead>
<tr>
<th>Health centres supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 structures</td>
</tr>
</tbody>
</table>

stand ready to provide wound-dressing kits and other medical supplies to up to five health facilities in areas bordering the Sahel region or elsewhere
ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Food production</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,500 people</td>
<td>2,100 people</td>
</tr>
</tbody>
</table>

Income support: 2,450 people
Living conditions: 10,500 people
Capacity-building: 350 people

With the National Society concerned:

- during emergencies, distribute food and household essentials, or cash to buy them, to up to 1,500 households (10,500 people)
- help 350 households (2,450 people) – including those headed by women – to supplement their income, by giving cash for starting small businesses to 250 of them, and providing cash-for-work opportunities to another 100
- provide 300 households (2,100 people) with seed and tools to help increase their harvests
- train 350 people in farming techniques and basic business skills

WATER AND HABITAT

Water and habitat activities: 10,000 people

With the Red Cross Society of Côte d’Ivoire:

- during emergencies, repair/install hand pumps and drinking fountains for up to 10,000 people, and make repairs at up to two damaged health facilities
- conduct information sessions for 8,000 people on preventive measures against water-borne disease

SUPPORT FOR THE NATIONAL SOCIETIES

- provide National Society volunteers in the region with training and other support to deliver and publicize family-links services, particularly among migrants, and to monitor the situation of violence-affected people
- stand ready to give the National Societies material, technical and other support for responding to emergencies

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards, including respect for their judicial guarantees.

Visiting detainees and monitoring their living conditions

In its dialogue with detaining authorities and weapon bearers throughout the region, the ICRC will seek access to all detainees within its purview, notably security detainees.

In Côte d’Ivoire, Benin, Guinea, and Togo, the ICRC will visit detainees to check whether their treatment and living conditions meet internationally recognized standards. It will pay particular attention to people arrested in connection with the activities of armed groups in the Sahel region, including people held in places of temporary detention in Côte d’Ivoire; people detained in Ivorian prisons in connection with the internal conflict of 2011; and people convicted by the International Criminal Tribunal for Rwanda, now under the authority of the International Residual Mechanism for Criminal Tribunals, and serving their sentences in Benin.

Findings and recommendations from these visits will be communicated confidentially to the authorities. Discussions with the authorities will cover such matters as facilitating family contact and access to health care for detainees and reinforcing respect for judicial guarantees. In Côte d’Ivoire, the ICRC will continue to give the authorities advice for reducing overcrowding in prisons: two possibilities for relieving the congestion would be to speed up sentencing procedures and explore alternatives to incarceration.

Detainees, including minors, will be able to contact their relatives through the Movement’s family-links services.

Helping the Ivorian authorities to improve detainees’ treatment and living conditions

As planned, the ICRC will no longer provide material aid to detainees in Ivorian prisons, except during emergencies.

The ICRC will now focus on helping the authorities to improve penitentiary services as a whole. It will continue to advise and train penitentiary officials in budgeting, food-supply management, maintenance of prison infrastructure and provision of health care, with a view to ensuring that detainees – especially malnourished or otherwise vulnerable detainees – have access to good-quality health care, sufficient food, and sanitary surroundings. At the same time, it will help the authorities ensure and monitor the implementation of improvements planned in recent years, for example, repairs to critical prison infrastructure, and the application of infrastructural standards in the design and construction of new prisons.

Officials from the health, justice and other ministries will be urged to coordinate their efforts to support the penitentiary system and to allocate sufficient budgetary funds for it. The ICRC will help the authorities to monitor the management of stocks of medicine and food, and will alert them to the likelihood of shortages.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- visit detainees in Benin, Côte d’Ivoire, Guinea and Togo, and communicate findings and recommendations confidentially to the authorities concerned
- offer RCMs and other family-links services to detainees; at the request of foreign detainees, notify their consular representatives or the UNHCR of their detention

CÔTE D’IVOIRE

- give the authorities guidance, and training, for improving penitentiary services; sponsor some of them to attend courses in other countries
WATER AND HABITAT

**Water and habitat activities**

- **15 people**

**WOUNDED AND SICK**

Objective: **People with disabilities have access to good-quality physical rehabilitation and assistive devices. They are able to reintegrate into their communities.**

**Helping disabled people in Benin, Côte d’Ivoire and Togo to regain some mobility**

The ICRC will seek to ensure that people with disabilities are able to obtain good-quality services and assistive devices. It will do so primarily by continuing to support the activities of selected physical rehabilitation centres and other institutions in Benin, Côte d’Ivoire and Togo, and by covering transport and treatment costs for destitute patients and people from areas bordering the Sahel. The ICRC will also give these centres guidance and training in managing supplies and finances, to help ensure their long-term functioning.

The ICRC will work with disabled people’s associations to broaden awareness of the plight of disabled people and to advance their social inclusion. Women and children will be given support for acquiring employable skills and an education, respectively.

**Enlarging the pool of qualified rehabilitation professionals in West Africa**

Professionals and students in the field of physical rehabilitation will be given advanced training in Benin, Côte d’Ivoire, Togo and elsewhere. The ICRC will continue to provide the École Nationale des Auxiliaires Médicaux (ENAM), in Togo, with expert advice, supplies, and funds to offer courses in French, online and in-person, to francophone prosthetists, orthotists and physiotherapists from West Africa and elsewhere.

The ICRC will provide the Beninese, Ivorian and Togolese authorities with technical support for developing their physical rehabilitation sector. It will conduct – together with the health ministries and other organizations concerned – comprehensive assessments of the physical rehabilitation sector in these three countries. The aim of these assessments is to identify gaps in the provision of services and find long-term, sustainable solutions.

**PLAN OF ACTION AND INDICATORS**

**PHYSICAL REHABILITATION**

**BENIN, CÔTE D’IVOIRE, TOGO**

- help 13 physical rehabilitation centres and other institutions – four in Benin, one in Côte d’Ivoire and eight in Togo – to deliver good-quality services for some 385 disabled people; to that end:
  - give them raw materials, components for prostheses and orthoses, and equipment
  - cover treatment and transportation costs for destitute patients
  - train staff in cost calculation and stock management
  - train staff – and the relatives of the people in question – to care for people with cerebral palsy
  - in Togo, together with ENAM or other organizations, conduct training courses for students and professionals in the field of physical rehabilitation
  - with disabled people’s associations and the National Societies, enable selected students and female breadwinners to go back to school and register for vocational training, respectively, and donate sports wheelchairs to the national Paralympic committee

- provide ENAM with materials, equipment, and other support; together with ENAM or other organizations, conduct training courses for students and professionals in the field of physical rehabilitation

Together with disabled people’s associations and the National Societies, organize events and activities to advance the social inclusion of disabled people; more specifically:
  - enable selected students and female breadwinners to go back to school and register for vocational training, respectively
  - donate sports wheelchairs to the national Paralympic committee

**ACTORS OF INFLUENCE**

Objective: **Political decision makers and all weapon bearers understand IHL and support the ICRC’s work. International actors, the media, NGOs, academics and religious leaders understand and support the ICRC’s work, and help the organization to broaden awareness of humanitarian issues**

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
in the general public, thus securing greater respect for human dignity.

Cultivating support for IHL

The ICRC will promote IHL and international standards for law enforcement – particularly for arrests and detention – among military, police and security forces in the region, including those stationed in areas bordering the Sahel and those bound for missions in other countries. It will seek to impress upon them the necessity of ensuring protection for people seeking or providing health care and humanitarian aid, and the necessity also of facilitating the work of those bearing the Movement’s emblems. Where possible, the ICRC will also discuss these matters with armed groups.

The ICRC will engage more closely with communities throughout the region – including areas bordering the Sahel. It will meet with religious and community leaders who may have influence over armed groups, and representatives of politically active young people, and explain the Movement’s neutral, impartial and independent approach to humanitarian action. The ICRC will make use of radio and other traditional media, as well as social media, to reach remote communities and young people.

Strengthening grasp of IHL and other pertinent norms among authorities and weapon bearers

The ICRC will urge the region’s military and security forces to integrate provisions of IHL and other applicable norms, and international standards for law enforcement, in their doctrine, training and operations. It will provide specialized training for their senior officers and for their instructors.

Aided by ICRC expertise, governments in the region are taking steps to ratify or implement key IHL and IHL-related treaties, and laws on the proper use of the red cross emblem (awaiting enactment in Benin and Côte d’Ivoire). Specialized training in IHL will be made available to officials involved in ratifying and implementing treaties. The ICRC will also guide officials involved in drafting or adopting IHL-related laws on “terrorism”, with a view to ensuring that they take account of humanitarian considerations.

The ICRC will provide law faculties, and an international school for counter-terrorism in Côte d’Ivoire, with expert assistance to improve their teaching of IHL. Information sessions, first-aid training, workshops and competitions will be organized for students and teachers of law, some of whom advise, and may themselves become, lawmakers.

Fostering support for the Movement’s work in the region

The ICRC will continue to broaden awareness of humanitarian issues – particularly the plight of detainees, migrants, missing people’s families, disabled people and victims/survivors of sexual violence – and gather support for the Movement’s work. It will work closely with journalists and others to produce content for the media and reiterate to them the importance of covering humanitarian issues accurately. National Societies will be given guidance and funding for their efforts to develop their capacities in public communication, particularly via digital media.

In Côte d’Ivoire, the ICRC will take advantage of Abidjan’s position as a regional hub – for academics, diplomats, the media, and humanitarian and development agencies – and arrange events on various themes such as the plight of disabled people and the families of missing people. It will also explore, with officials from the African Development Bank and other development actors, possibilities for cooperation in humanitarian work.

PLAN OF ACTION AND INDICATORS

- brief officers from military and security forces throughout the region on IHL and other applicable law; in addition:
  - conduct train-the-trainer sessions for their IHL instructors
  - enable senior officers to attend advanced IHL courses in other countries
- organize conferences and other events for law students, journalists, religious scholars, humanitarian workers and other members of civil society; enable some of them to attend such events outside the region
- produce audiovisual materials and distribute them through social and traditional media
- offer training and expert advice – for ratifying or implementing key treaties and revising domestic laws – to national IHL committees, lawmakers and others; sponsor some of them to attend regional events

SUPPORT FOR THE NATIONAL SOCIETIES

- provide guidance and training in public communication for National Societies

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The National Societies in the region have a strong legal basis for independent action and carry out their core activities effectively. The activities of all Movement components are coordinated.

The ICRC will work with the National Societies in the region to protect and assist people affected by violence or past conflict (see Civilians). It will help, in particular, the Beninese, Ghanaian, Ivorian and Togolese National Societies to ensure the safety of their volunteers working in areas bordering the Sahel, by providing training in the Safer Access Framework and uniforms and other material that clearly identify them as humanitarian workers. It will also give National Societies support for public communication and for broadening acceptance and access for the Movement (see Actors of influence). The Liberian and Sierra Leonean National Societies will be given advice for preparing for and responding to election-related violence.

Together with the International Federation, the ICRC will also continue to help National Societies to advance their organizational development: for example, it will give the Ivorian National Society expert advice for managing its financial and human resources, and the Liberian National Society, for improving procedures concerning financial management.

The ICRC will endeavour to strengthen coordination among Movement components – particularly in the Sahel – in
The ICRC, in its capacity as an official observer to the African Union (AU), works with member states to draw attention to problems requiring humanitarian action and to promote greater recognition of IHL and its integration into AU decisions and policies, as well as wider implementation of IHL throughout Africa. It also aims to raise awareness of and acceptance for the ICRC’s role and activities within AU bodies. It endeavours to build strong relations with diplomatic representatives and humanitarian organizations working in Addis Ababa, Ethiopia.

PERSONNEL
See under Ethiopia

SITUATION
The African Union (AU) promotes peace, security, cooperation and development, and supports diplomatic and military efforts to address the consequences of armed conflict and other situations of violence throughout Africa. It does so against a backdrop of increasing security-related and humanitarian issues arising from intensified fighting — particularly in the Sahel, Horn of Africa and Lake Chad regions — and of deteriorating food security, climate change and environmental degradation and their impacts on social, health and economic systems.

The Peace and Security Council (PSC) is the AU’s main decision-making body for managing, resolving and preventing conflicts. The AU Commission (AUC) tackles humanitarian and IHL-related matters. The Africa Centres for Disease Control and Prevention (Africa CDC), a public-health agency established by the AU, continues to help member states develop their ability to tackle public-health issues such as the COVID-19 pandemic. The African Commission on Human and Peoples’ Rights (ACHPR), and the African Committee of Experts on the Rights and Welfare of the Child (ACERWC), play a crucial part in developing and promoting legal instruments and policies to address issues of humanitarian concern. The AU also works with the Regional Economic Communities (RECs) and Regional Mechanisms to foster economic development and cooperation throughout the continent.

The AU mandates and provides support for multinational peace-support operations planned and mounted by the Peace Support Operations Division of the AU Political Affairs, Peace and Security Department (AU PAPS). Member states contribute troops to AU missions. The AU continues to support regional efforts to stabilize the Lake Chad, Horn, Southern, Northern, and Sahel regions. The AU Transition Mission in Somalia manages security operations in that country, while also working to hand over all responsibility in this matter to the Somali armed forces by 2024. The AU also leads mediation efforts in various contexts and manages transitions to promote peace and security in the continent. It heads efforts to mobilize support for countries affected by food insecurity on the continent.

ICRC ACTION
The ICRC’s delegation to the AU will continue to strengthen support for ICRC operations, broaden awareness of pressing humanitarian issues, promote respect for IHL and IHL-related treaties, and strengthen implementation of these norms in the AU and its member states. By doing all this, it will also be seeking to help the AU tackle humanitarian and policy issues of concern, and the consequences of armed conflict and other violence throughout Africa.

Bolstering support for ICRC activities
The ICRC will strive to broaden awareness of its mission and activities, in order to bolster support for its neutral, impartial and independent humanitarian action and to position it as a reference organization on IHL. It will continue to strengthen its engagement with AU organs, especially the AUC, PSC, Permanent Representatives Committee (PRC), Specialised Technical Committees on legal and humanitarian issues, ACHPR, ACERWC, Africa CDC and African Correctional Services Association (ACSA). It will also seek to intensify its dialogue with think tanks, RECs, NGOs, African Union Partners Group and other influential stakeholders — such as institutions of the European Union and UN agencies — that can help draw attention to issues of concern and conduct research on subjects of common interest. Humanitarian messages and information on ICRC activities will be conveyed to AU stakeholders and the general public through newsletters, articles and other materials produced for traditional and social media, and through the ICRC’s engagement with various media organizations.

Influencing policies on regional issues of humanitarian concern
During briefings, round tables, conferences, seminars and other events, the ICRC will urge the PSC, the PRC and other AU organs to take humanitarian considerations
into account while taking decisions and drafting policies. It will draw attention to humanitarian issues in Africa – particularly in countries or regions where armed conflict and other violence have major humanitarian consequences – and explain its positions and make recommendations, particularly on such matters as migration; missing people; food security; internationally recognized standards for detention; arms and weapons trade treaties; health-care security, including violence against health workers and facilities; and security risks related to climate change.

The ICRC will continue to expand its dialogue with the Africa CDC, the WHO, AU member states and others, with a view to addressing issues in the health system affecting vulnerable people. It will make its expertise available and communicate the lessons learnt from its activities in areas affected by conflict or other violence – particularly in connection with health systems; emergency preparedness; food security and nutrition; and the Health Care in Danger initiative.

**Fostering respect for IHL and other applicable norms**

An ICRC legal adviser seconded to the AU PAPS will continue to provide expert legal support for the AU’s efforts to strengthen compliance with IHL and international human rights law in AU peace-support operations. The ICRC will help the AU to advance the integration of IHL and other applicable norms into the doctrine and training for peace-support personnel – notably by reinforcing frameworks regulating conduct and accountability among them, and by helping the AU to develop and incorporate in its operational doctrine new guidelines for protecting the environment and ensuring respect for the rights of health-care providers. The ICRC will also provide support for implementing a policy to incorporate protection for children in the African Peace and Security Architecture: for example, it will help the AU to establish a mechanism for monitoring and reporting on child protection in peace-support operations, especially in relation to legal compliance frameworks.

The ICRC will attend, and/or jointly organize with AU bodies, workshops, training sessions and other events to broaden knowledge of IHL and other applicable norms among policymakers, AU PAPS staff involved in planning and managing peace-support operations, and military or security forces personnel from troop-contributing countries. The ICRC will help the AU to standardize the training curriculum in IHL and international human rights law for troops participating in AU operations.

The ICRC will work with pertinent AU organs to advance the ratification and/or domestic implementation of IHL and IHL-related treaties in AU member states. It will promote the Arms Trade Treaty and regional conventions on small arms and light weapons, and continue to make its expertise available – to AU officials, member states and the PSC – for drafting, adopting and publicizing a declaration on the use of explosive weapons in densely populated areas. Together with the AU, the ICRC will host an event on the theme of disarmament that will cover the issues mentioned above, as well as cyber warfare, autonomous weapons and the Treaty on the Prohibition of Nuclear Weapons.

The ICRC will also host a round table with the ACHPR and the ACSA to help them draft a policy framework for aligning detention conditions in member states more closely with internationally recognized standards.
**ALGERIA**

The ICRC has been working in Algeria, with some interruptions, since the 1954–1962 Algerian war of independence. Aside from visiting people held in places of detention run by the justice ministry and people remanded in police stations and gendarmeries, it supports the authorities in strengthening national legislation with regard to people deprived of their freedom and promotes IHL. The ICRC supports the Algerian Red Crescent in its reforms process. Together, they restore links between separated family members.

### BUDGET IN KCHF

<table>
<thead>
<tr>
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<th>Amount</th>
</tr>
</thead>
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### PERSONNEL

<table>
<thead>
<tr>
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</thead>
<tbody>
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<td>6</td>
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<tr>
<td>Resident staff</td>
<td>17</td>
</tr>
</tbody>
</table>

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**SITUATION**

Algeria carries out security operations against groups suspected of endangering the state or of being associated with unregulated trade in various commodities. Protests over the socio-economic situation that took place over the past two years in Algiers and in other major cities, and policy changes towards activists and political groups, led to arrests and detention.

Algeria is a country of destination, transit and departure for migrants, who include people attempting to reach Europe by sea and people coming from or passing through Mali and Niger, who endure harsh desert conditions to reach Algeria. Many migrants’ lives are lost, and their bodies or remains are often found on the Algerian shore or in the desert, if they are found at all. Irregular migrants face detention and/or deportation.

Some Algerians are returning home from conflict-affected countries. Some families are unable to contact relatives who have yet to return or are detained abroad.

Algeria plays an active role in regional politics and in matters related to regional security; it is a member of the African Union Peace and Security Council, which met in Algeria in 2022.

Floods, forest fires and other natural disasters, including those linked to climate change, cause damage to property and lead to casualties.

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**ICRC ACTION**

**Helping to reconnect people with their relatives**

The ICRC will continue to monitor the needs of migrants, Algerians returning from conflict-affected countries, missing migrants’ families, and others who are vulnerable. It will respond to their family-links and other needs itself or advise the authorities in doing so.

The ICRC will urge the authorities to take steps to ascertain the fate of missing people and ensure that human remains – particularly the remains of migrants who died at sea or in the desert, or of others who died in past mass-casualty incidents – are identified, and their families notified. It will offer the authorities and forensic personnel various forms of support in this regard: for instance, it will enable them to attend workshops and other events in Algeria and elsewhere, or itself organize such events for them.

The Algerian Red Crescent and the ICRC will continue to provide family-links services, in line with ICRC data-protection standards. They will help families locate relatives missing in connection with migration or armed conflict, through the ICRC’s tracing services, the Trace the Face website, and other means. They will also help families contact relatives in other countries – notably those who are detained or in conflict-affected areas – and/or reunite these families with these relatives. The ICRC will strive to facilitate coordination between Movement components in the region, particularly in the provision of family-links services along the migration route.

**Supporting the Algerian Red Crescent in strengthening its emergency response**

The Algerian Red Crescent is the main humanitarian actor in the country. It strives to help migrants and responds to emergencies. The ICRC will continue give the National Society support for its family-links and other activities. It will help the National Society to bolster its capacities to respond to natural disasters – including those related to climate change – and other emergencies; to conduct first aid training; to promote its work and disseminate helpful information on such topics as disease prevention and disaster preparedness; and to ensure the safety of its volunteers by better incorporating the Safer Access Framework in its activities.
The ICRC will also give the National Society support for coordinating with other Movement components in the region on emergency response and on other matters.

**Assisting authorities’ efforts to improve the treatment and living conditions of detainees**

Having resumed its visits to places of detention in 2022, the ICRC will continue to visit, in accordance with its standard procedures, people in places of detention run by the justice ministry, the police and the gendarmerie. It will monitor detainees’ treatment and living conditions, paying particular attention to those who are particularly vulnerable, such as security detainees and foreigners.

The ICRC will give the authorities technical and other assistance to align detainees’ treatment and living conditions with internationally recognized standards, and to help ensure that detainees are protected against physical or psychological abuse and that their right to due process is respected. Notably, the ICRC will endeavour to step up support for the authorities to ensure the availability of good-quality health care to detainees, by enabling health staff to attend capacity-building training outside Algeria and providing other forms of support.

The ICRC will seek to ensure that detainees, especially foreigners, are able to maintain contact with their families via the Movement’s family-links services.

**Fostering support for IHL among lawmakers, weapon bearers and academics**

Aided by its national IHL committee, Algeria has ratified major IHL treaties and has signed the Treaty on the Prohibition of Nuclear Weapons, but is yet to incorporate all their provisions in domestic law. The ICRC will work with the committee to facilitate the implementation of these treaties and to advance understanding of other IHL-related treaties through IHL workshops and other themed events for lawmakers. With the help of the African Centre for the Study and Research on Terrorism, an African Union structure based in Algiers, the ICRC will encourage incorporation of IHL in counter-terrorism laws and practices in member states of the African Union.

The ICRC will continue – through information sessions and bilateral talks – to help the military strengthen their grasp of IHL. It will sponsor senior officers’ attendance at international conferences on IHL and continue to give the military expert advice for finalizing the preparation of an IHL manual.

The ICRC will promote knowledge and understanding of IHL and contemporary challenges in implementing it, for instance, by organizing IHL moot court competitions for law students and briefings on IHL for judges. It will help the National Society to advocate adoption of a law strengthening respect for the emblems protected under IHL, and to develop its expertise in IHL and related matters.

**Fostering support for the Movement**

The ICRC will broaden awareness of its work – for detainees, migrants, missing people’s families, and other vulnerable people – among military and security forces, and representatives of the foreign, interior, justice, defence and other ministries. It will carry out public-communication initiatives – on such subjects as its work during the Algerian war of independence, humanitarian issues in the Sahel region of Africa, including those linked to displacement, and the Movement’s response – with the media and the National Society.
Having worked in the country for over a decade, the ICRC opened a delegation in Burkina Faso in 2020. It seeks to ensure that people affected by hostilities are protected in line with IHL and other norms, and monitors detainees’ treatment and living conditions. With the Burkinabe Red Cross Society, the ICRC helps communities cope with the effects of armed conflict and the climate crisis in the Sahel region by providing essential goods and health care, improving water infrastructure and supporting livelihoods. It helps displaced people restore contact with their families.

Ouahigouya. The ICRC works with local partners to provide herding communities with veterinary services, including vaccination of livestock, so they can sustain their livelihoods and build their resilience.

**BUDGET IN KCHF**

<table>
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<th>Category</th>
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</tr>
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**PERSONNEL**

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<td>228</td>
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**ASSISTANCE TARGETS**

**CIVILIANS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
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<tbody>
<tr>
<td>Economic Security</td>
<td></td>
</tr>
<tr>
<td>Food consumption</td>
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</tr>
<tr>
<td>Food production</td>
<td>508,000 people</td>
</tr>
<tr>
<td>Income support</td>
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<tr>
<td>Living conditions</td>
<td>40,000 people</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>375 people</td>
</tr>
<tr>
<td><strong>Water and Habitat</strong></td>
<td></td>
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<tr>
<td>Water and habitat activities</td>
<td>100,000 people</td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td></td>
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<tr>
<td>Health centres supported</td>
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</tr>
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</table>

**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>Economic Security</td>
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<tr>
<td><strong>Water and Habitat</strong></td>
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<td>Water and habitat activities</td>
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**MEDICAL CARE**

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</thead>
<tbody>
<tr>
<td>Hospitals supported</td>
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</table>
SITUATION

- Burkina Faso’s military and security forces – at times, as part of international coalitions – continue to fight armed groups active in the country and elsewhere (see Mali and Niger). In violence-affected areas, volunteers are mobilized to support government troops in operations against armed groups. By mid-2022, hostilities had further intensified in the north and east and expanded to the west, with the consequences felt in almost every region of the country. Arrests are made in connection with the armed conflict.
- Communal violence, often linked to tensions over access to land or other natural resources, has been reported.
- Many conflict-affected areas are also afflicted by the recurring drought and floods that characterize the climate crisis in the Sahel region of Africa.
- Migrants pass through Burkina Faso on the way to Europe or elsewhere.
- Two coup d’états took place in 2022, in January and September.

HUMANITARIAN CONCERNS

- Attacks on civilians, including health workers and patients, have been reported. Many have been injured, killed or subjected to abuse. The security situation also makes it difficult to deliver humanitarian aid in some of the conflict-affected areas.
- The hostilities have forced people to flee from their homes: at the time of writing, there are reportedly over 1.7 million IDPs. Obtaining basic goods and services is difficult for displaced people, and the resources of the communities hosting them are under tremendous strain.
- The fighting and climate shocks have disrupted agricultural production, making food scarce. The security conditions have constrained trade and other livelihood activities. This contributes to price hikes of essential goods and to malnutrition.
- Both IDPs and residents are often without adequate access to clean water for household or livelihood use, owing to persistent drought and dilapidated infrastructure.
- Poor living conditions have led to health problems among displaced people. Medical care is not readily available, as many health facilities lack the necessary resources or are unable to function because of the violence.
- Detainees endure poor living conditions and risks to their health because of inadequate infrastructure, overcrowding and supply shortages. Resource constraints hinder the authorities’ efforts to improve matters.
- Families dispersed by conflict, migration or other circumstances struggle to contact each other, especially if they are in remote areas. They may also be seeking news of missing relatives, some of whom are alleged to have been arrested or detained.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- urge all parties concerned to ensure that civilians are protected as required by IHL and other applicable norms, and work with communities to develop ways to mitigate the risks to their safety;
- cultivate acceptance for the ICRC’s neutral, impartial and independent humanitarian action among the pertinent authorities, weapon bearers, and community members, in order to secure and maintain access to people in conflict-affected areas, especially those inaccessible to other organizations;
- help IDPs and their host communities deal with the combined effects of conflict and the climate crisis by enabling them to produce more food, access clean water, pursue livelihoods, and – through support to local service providers – avail themselves of good-quality health services, including mental-health care;
- visit detainees to monitor their conditions and seek access to all detainees within its purview; support the authorities in making systemic improvements to detainees’ food supply, access to health care and living conditions; and
- continue to work with and provide comprehensive support for the Burkina Faso Red Cross Society, and coordinate activities and security management with other Movement partners in the country.
**ICRC ACTION**

**CIVILIANS**

Objective: Conflict-affected people are treated in accordance with IHL and other applicable norms; they can meet their basic needs and pursue their livelihoods, and have access to health care and water. Members of families dispersed by armed conflict/other situations of violence, detention, natural disasters or migration, or other circumstances, can restore and/or maintain contact and, where appropriate, reunite. Families are able to ascertain the fate of missing relatives.

Promoting protection for civilians and civilian infrastructure

The ICRC will continue to discuss with the authorities and weapon bearers their obligations under IHL and other pertinent norms. It will draw their attention to the humanitarian consequences of certain means of warfare, such as air strikes, and emphasize their responsibility to protect IDPs and other civilians and safeguard access to health care and other essential services. The ICRC will support the authorities in raising awareness of IHL and other applicable norms among military and security forces, and in integrating these norms in their training and operations (see *Actors of influence*). These efforts will be supplemented by dialogue with community leaders and other influential actors, and by public–communication initiatives, with a view to broadening acceptance for basic IHL principles and the Movement (see also *Actors of influence*).

The ICRC will help violence-affected communities to devise and implement measures to mitigate risks to their safety. It will also show them how to prevent loss of family contact during emergencies. When designing activities for these communities, the ICRC will take into account their safety, and the feedback that they provide via the ICRC’s community contact centre and other means.

Helping violence-affected people build their self-sufficiency

Together with the Burkinabe Red Cross Society and local authorities, the ICRC will assist IDPs and residents struggling with the cumulative effects of conflict and the climate crisis. The ICRC will continue to work with communities to enable them to meet their multifaceted needs in a dignified and sustainable manner.

The ICRC will enable violence-affected people to produce more food and generate income to cover their daily expenses. Capacity-building activities will equip community members to detect and manage malnutrition, and enable herders to obtain veterinary services for their livestock. People who are newly displaced or otherwise crisis-affected will be given emergency aid. Where markets are functioning, the ICRC will give people cash instead of in-kind assistance, to enable them to decide how best to meet their needs and to stimulate the local economy.

To make clean water readily available for household consumption or livelihood use and to improve sanitation and hygiene, the ICRC will implement projects to upgrade infrastructure, including in connection with emergencies. It will use solar-powered equipment whenever possible, to lower energy costs and make water and energy-supply systems more environmentally sustainable.

Primary-health-care centres will receive regular and comprehensive support for providing services – including immunization, mother-and-child care and treatment for malnutrition – that meet the health ministry’s standards. In order to make mental–health services more accessible to missing people’s families and others affected by violence, the ICRC will help personnel at selected health centres build their capacities in psychological support. The importance of attending to mental health and providing psychosocial support will be emphasized to local authorities, religious leaders and other key community members. Patients in need of further care will be referred to ICRC-supported hospitals (see *Wounded and sick*).

**Reconnecting families separated by violence, detention or migration**

In cooperation with the National Society and other Movement partners, the ICRC will help reconnect members of families dispersed by armed conflict or other situations of violence, detention, migration, or other circumstances – including IDPs and migrants – while also safeguarding their personal data.

The ICRC will strengthen its efforts to enable families to obtain news of relatives reported missing, some of whom are alleged to have been arrested and/or detained. Together with the Burkinabe Red Cross, it will strive to make family-links services more widely available. The families’ right to know what has happened, their need for support, and the importance of preventing disappearances will all be subjects of discussion between the ICRC and the parties concerned. The ICRC will urge the authorities to establish measures to prevent disappearances and facilitate proper management of human remains, and to ensure that the needs of missing people’s families are adequately addressed by domestic law. It will offer them technical support to these ends.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- **P** document allegations of abuse and other protection-related concerns of conflict-affected people, and make representations to the parties concerned
- **Pf** conduct dissemination sessions and workshops for authorities and weapon bearers on IHL and other pertinent norms

With the National Society:

- **P** organize meetings and other events with community leaders on subjects of humanitarian concern in Burkina Faso and on the ICRC’s neutral, impartial and independent humanitarian action
- **P** maintain regular contact with IDPs and other violence-affected people through the ICRC’s community contact centre and other means, to discuss their protection-related concerns, help them identify solutions, and collect their views and suggestions on ICRC activities for them
produce radio spots and public-communication materials in local languages, to foster understanding of the basic principles of IHL and the Movement’s mission and activities.

**PROTECTION OF FAMILY LINKS**

- make recommendations to the authorities for preventing disappearances, undertaking the proper management of human remains and establishing a legal framework to address the issue of missing people and the needs of their families.

With the National Society:

- provide family-links services – e.g. phone calls, RCMs, tracing – to people separated from their relatives; enable more people to draw on these services by setting up mobile kiosks in strategic locations – in IDP communities and along migration routes, for example.

- work with community leaders to broaden awareness of the Movement’s family-links services and of means to prevent loss of family contact during emergencies; secure their support for helping families locate their missing relatives.

**ECONOMIC SECURITY**

- boost food production by:
  - providing 11,500 households (92,000 people) with farming tools and seed for staple or vegetable crops, or cash to buy these, and fostering exchanges of good agricultural practices among them
  - supporting the provision of veterinary services, or by supplying fodder, for livestock belonging to some 52,000 households (416,000 people)

- help 300 households (2,400 people) earn an income by providing them with cash grants and training for setting up small businesses or by involving them in cash-for-work projects to improve community infrastructure

- train up to 330 people in detecting and treating malnutrition in infants and young children, and in guiding others to adopt good nutritional and feeding practices

- train and equip 45 animal-health workers serving remote herding communities

- distribute up to three months’ worth of food rations, or cash to buy it, to up to 5,300 households (42,400 people); supply therapeutic food to health centres (see below) for treating malnourishment among children, and pregnant and lactating women

- together with the National Society, provide up to 40,000 people (5,000 households) with essential household items – such as kitchen utensils and equipment, including portable, fuel-efficient cooking stoves – or cash to buy them.

**HEALTH**

- train health workers at ICRC-supported centres to identify patients with mental-health issues, provide basic psychosocial support and refer people for specialized care at suitable facilities.

- raise awareness among pertinent community stakeholders of the psychological and psychosocial consequences of violence, including sexual violence, and of the importance of seeking appropriate support.

With the National Society:

- reinforce the delivery of primary health care at up to 17 centres; more specifically:
  - donate medical supplies on a regular basis, improve facilities for patients (see Water and habitat), and provide ad hoc financial support.
  - support the centres in setting up cold chains for vaccines, for example, by providing solar-powered refrigerators and vaccine carriers.
  - enable more people to avail themselves of services at the centres, by establishing community-based referral systems and donating ambulance tricycles.
  - increase awareness of the protection due to people seeking and providing health care among the centres’ staff, other community members and the authorities – by organizing information sessions, for instance.

- at three of the above-mentioned centres, work with the Norwegian Red Cross to train health workers, including National Society volunteers, to promote maternal and child health – such as by detecting and treating cases of malnutrition – to provide psychosocial care, and to instruct others in preventing the spread of communicable diseases.

- provide up to 37 health centres, including the 17 mentioned above, with ad hoc material and logistical support, such as help transferring patients, for dealing with mass influxes of people needing medical attention or with other emergencies.

**WATER AND HABITAT**

- help local water authorities to repair or build water and sanitation facilities in urban areas for up to 30,000 people; train local technicians to maintain these facilities.

- renovate or construct pastoral and market-garden wells, boreholes and other infrastructure, for the benefit of herders, farmers and vegetable gardeners from the communities above (up to 1,000 people).
in the event of an emergency, help improve access to water and sanitation services for up to 2,500 people

improve health facilities by upgrading water networks, maternity wards and infirmaries, and infrastructure for disposing of medical waste

With the National Society:

renovate or construct wells and communal latrines for the benefit of up to 70,000 people in the Centre-North, East, North, and Sahel regions of Burkina Faso

SUPPORT FOR THE NATIONAL SOCIETY

provide the National Society with support – training for volunteers and expert advice, for example – to publicize and deliver family-links services

bolster the National Society’s emergency preparedness and response by training its volunteers in conducting economic-security activities for people in need; in violence-prone areas, refurbish its facilities or build new ones

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards, including respect for their judicial guarantees.

People are held in prisons and places of temporary detention in Ouagadougou and other urban areas, including in conflict-affected northern and eastern Burkina Faso. The ICRC will visit them, in accordance with its standard procedures, to check whether their treatment and living conditions meet internationally recognized standards. People held in connection with the conflict and other security detainees will be followed up individually. The ICRC will seek access to all detainees within its purview.

Working with the authorities to improve detainees’ treatment and living conditions

Findings and recommendations from the ICRC’s prison visits will be communicated confidentially to the authorities concerned, to enable them to improve detainees’ treatment and living conditions. The ICRC will discuss with the pertinent authorities the international norms applicable to the treatment of people under arrest or in police custody or pre-trial detention. Detainees – including foreigners, people from remote areas, and others with specific needs – will receive assistance for contacting their families or consular representatives.

The ICRC will give the authorities various forms of support to enable the inclusion of detainees in national health programmes, and will facilitate coordination between the justice and health ministries to this end. It will also help the authorities to ensure that detainees have an adequate supply of food and that prison infrastructure is properly maintained.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

visit detainees to monitor their treatment and living conditions, and communicate findings and recommendations confidentially to the authorities concerned

work with the authorities to train prison staff in meeting internationally recognized standards for detention; give them technical advice for aligning local regulations with these standards

offer RCMs and other family-links services to detainees

ECONOMIC SECURITY

Living conditions

9,936 people

give prison staff technical support for evaluating and managing the food supply for detainees; offer them training in nutrition and in meal preparation and distribution

supply seed and tools to selected places of detention (holding 2,777 detainees), to enable detainees to grow food for their own consumption

help ease living conditions for up to 9,936 detainees by donating hygiene items, blankets, plates and other essentials

HEALTH

urge the authorities to take system-wide measures to ensure that detainees can obtain health care that meets national and international standards

help prison health staff strengthen their ability to address the health needs of detainees; to that end, work with the health and justice ministries to provide the necessary training, and conduct on-site monitoring regularly with local health authorities, at up to eight places of detention

give prison clinics medical supplies and equipment on an ad hoc basis

WATER AND HABITAT

Water and habitat activities

3,000 people

renovate prison infrastructure – including infirmaries, kitchens, and sewage systems – at eight places of detention collectively holding 2,500 detainees

organize workshops with prison officials to draw up guidelines for designing new prisons in line with internationally recognized standards; train prison engineers in prison maintenance

in the event of an emergency, help ensure access to water or sanitation for up to 500 people

WOUNDED AND SICK

Objective: Wounded and sick people have timely access to good-quality medical care

To help ensure timely care for the wounded and the sick, the ICRC will help the National Society to develop its capacities in first aid and in referring patients for hospital care. It will also
seek to reinforce the ability of hospitals in conflict-affected regions to provide adequate care, in line with national and international standards, by providing technical, material and other forms of support. Because victims of armed conflict are often unable to afford specialized care, the ICRC will continue to discuss with the authorities the provision of such treatment free of charge. In all its interactions with authorities, first responders, health-care personnel and other pertinent parties, the ICRC will communicate key messages on the goals of the Health Care in Danger initiative.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

<table>
<thead>
<tr>
<th>Hospitals supported</th>
<th>10 structures</th>
</tr>
</thead>
</table>

- provide regular support to one hospital; more specifically:
  - train staff in war surgery, trauma care and other areas
  - donate supplies and equipment, and advocate preventive maintenance of infrastructure
  - facilitate the referral of patients for mental-health support (see Civilians), physical rehabilitation or other specialized care
  - pay for the treatment and transport of patients, as necessary

- in the event of an emergency, provide medical supplies and financial support to up to nine other hospitals

With the National Society:

- provide first-aid training and supplies to first responders, including weapon bearers, National Society volunteers and other community members

- follow up patients referred by National Society first-aiders to hospital

**ACTORS OF INFLUENCE**

Objective: Political decision makers and all weapon bearers understand IHL and support the ICRC’s work. International actors, the media, NGOs, academics and religious leaders understand and support the work of the ICRC and assist it in broadening awareness of humanitarian issues among the general public, thus securing greater respect for human dignity.

**Fostering support for the Movement and its work**

The ICRC will seek to foster respect for IHL and other applicable norms among the pertinent authorities and weapon bearers (see Civilians and Wounded and sick). It will also endeavour to further understanding of its mandate and working methods among them and other parties capable of facilitating its activities for people in need – notably, journalists and community and religious leaders – especially at local level.

The aim is to gather support for its neutral, impartial, and independent humanitarian action, in order to secure access to violence-stricken communities, including areas other organizations cannot reach. In all its engagements with these actors and the wider public, the ICRC will draw their attention to the needs of displaced people, people seeking or providing health care, missing people and their families, and detainees; and draw attention also to the ICRC’s activities to help address these needs. Where possible, it will do all this in conjunction with the Burkinabe Red Cross Society, which will receive support for strengthening its capacities in public communication.

**Promoting legislative measures to address humanitarian concerns**

The ICRC will continue to support the authorities’ efforts to ratify or implement key IHL-related treaties – such as the African Union Convention on IDPs, the Treaty on the Prohibition of Nuclear Weapons and the Environmental Modification Convention – and incorporate key IHL-related considerations in their domestic legislation, including anti-terrorism legislation. It will also seek dialogue with diplomats, academics and others capable of helping advance the implementation of IHL and of building local expertise in IHL. Besides pursuing dialogue with weapon bearers (see Civilians), the ICRC will also seek to help military and law enforcement officers, and volunteers mobilized to support them, to integrate IHL and/or other pertinent norms into their training and operations.

**PLAN OF ACTION AND INDICATORS**

- hold dissemination sessions on IHL and the Movement for community and religious leaders, academics and diplomats in Burkina Faso; strengthen engagement with violence-affected communities and gather their views and suggestions on the ICRC’s activities for them during aid distributions and through the ICRC’s community contact centre, call-in radio programmes and other means

- organize workshops and other events for journalists, to help them broaden awareness of humanitarian issues and the Movement’s response; produce press releases and other content on humanitarian issues, in local languages, for traditional and social media

- through workshops and bilateral discussions, urge lawmakers, judicial officials and other national authorities to: facilitate Burkina Faso’s participation in IHL-related treaties; adopt regulatory measures to promote compliance with such treaties; and address, through relevant legislation, issues related to the protection of IDPs and health-care services, and issues related to the needs of missing people’s families (see Civilians)

- conduct workshops, round tables and train-the-trainer sessions for military and law enforcement officers and for volunteers mobilized to support them; sponsor senior officers to attend workshops abroad

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide guidance and training in public communication for the National Society

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**Protection**  |  **Assistance**  |  **Prevention**  |  **Cooperation**  |  **Protection and Assistance**
RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Burkinabe Red Cross Society has a strong legal basis for independent action and carries out its core activities effectively. The activities of all components of the Movement are coordinated.

The ICRC will focus on helping the National Society to expand its operational capacities in emergency preparedness and response, first aid, and restoration of family links. To that end, the ICRC will carry out projects jointly with the National Society and provide support for its activities (see Civilians and Wounded and sick).

To enable volunteers to work more safely, and secure access to communities affected by conflict or other crises, the ICRC will continue to support the Burkinabe Red Cross in implementing the Safer Access Framework and, through various communication initiatives, will advance understanding and acceptance of the Movement's work (see Actors of influence). The National Society will strengthen its financial accountability and volunteer base, with the help of expert ICRC advice.

The ICRC will endeavour to strengthen coordination among Movement components in the country, in order to maximize the impact of humanitarian activities.

PLAN OF ACTION AND INDICATORS

- provide financial, logistical and material support, and training, for the National Society
- meet with Movement components regularly to exchange information and coordinate activities linked to security management, contingency planning, and capacity-building initiatives for the National Society
The ICRC has been working in the Central African Republic since 1983; it opened a delegation in the country in 2007. It seeks to protect and assist people affected by armed conflict and other situations of violence, providing emergency relief and medical and psychological care, helping people restore their livelihoods and rehabilitating water and sanitation facilities. It visits detainees, restores links between separated relatives, promotes IHL and humanitarian principles among the authorities, armed forces, armed groups and civil society, and, with Movement partners, supports the Central African Red Cross Society’s development.

**BUDGET IN KCHF**

<table>
<thead>
<tr>
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<td>Assistance</td>
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<td>Cooperation with National Societies</td>
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<td>General</td>
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**PERSONNEL**

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**ASSISTANCE TARGETS**

**CIVILIANS**

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<tr>
<th>Economic Security</th>
<th>Food consumption</th>
<th>Food production</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>124,750 people</td>
<td>121,940 people</td>
</tr>
<tr>
<td>Income support</td>
<td>13,510 people</td>
<td></td>
</tr>
<tr>
<td>Living conditions</td>
<td>35,000 people</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Water and Habitat</th>
<th>Water and habitat activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>315,500 people</td>
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<table>
<thead>
<tr>
<th>Health</th>
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</tr>
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<tbody>
<tr>
<td></td>
<td>5 structures</td>
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**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
<thead>
<tr>
<th>Economic Security</th>
<th>Food consumption</th>
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<tbody>
<tr>
<td></td>
<td>1,600 people</td>
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<table>
<thead>
<tr>
<th>Water and Habitat</th>
<th>Water and habitat activities</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2,000 people</td>
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**WOUNDED AND SICK**

<table>
<thead>
<tr>
<th>Medical Care</th>
<th>Hospitals supported</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>6 structures</td>
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<table>
<thead>
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<tbody>
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<td></td>
<td>2 projects</td>
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<table>
<thead>
<tr>
<th>Water and Habitat</th>
<th>Water and habitat activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 structures</td>
</tr>
</tbody>
</table>
SITUATION

- The Central African Republic (hereafter CAR) remains a site of protracted armed conflict and other situations of violence. Despite a 2019 peace agreement between the government and 14 armed groups, the security situation has been volatile since 2020. Armed violence is widespread, including in areas bordering Chad, and armed elements are present throughout the CAR.
- The UN Multidimensional Integrated Stabilization Mission in the CAR (MINUSCA) remains operational. There are sporadic encounters between MINUSCA forces and armed groups.
- Armed robbery and other violent crimes reportedly take place frequently, in and around the capital city of Bangui, and elsewhere. This contributes to the volatility of the security situation.
- Communal tensions, including in connection with transhumance and scarcity of land and other resources for herders, sometimes give rise to armed violence.
- People are detained in connection with conflict or other violence; the authorities’ efforts to carry out improvements in places of detention are hampered by limited resources.

HUMANITARIAN CONCERNS

- People in the CAR struggle to cope with the combined consequences of armed conflict and other violence, high rates of criminality and the presence of armed elements. Abuses against civilians have been reported; sexual violence is said to be widespread. There are also numerous reports of attacks on humanitarian workers and medical services. The prevailing security conditions, among other constraints, can sometimes limit the activities of humanitarian actors.
- Violence-affected communities struggle to obtain essential services, which are not readily available or accessible. Health facilities are closed or operate at limited capacity; some have been damaged during fighting. Obtaining medical care, including physiotherapy, and assistive devices for persons with physical disabilities, is difficult. Water and sanitation infrastructure have been heavily damaged or destroyed, affecting access to water for household and agricultural use.
- Fighting, floods, and other emergencies cause large-scale displacement; hundreds of thousands of people remain displaced throughout the country. Members of dispersed families are not always able to contact one another. Some still have no news of relatives who went missing during incidents of violence.
- When displaced people are able to return to their places of origin, they struggle to resume livelihood activities. Farming and herding are the main sources of food and income for many households, but access to land and other resources is limited. The result is often acute food insecurity.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- ensure protection for civilians through a multidisciplinary approach; urge authorities and weapon bearers to safeguard civilians and medical services, and ensure access to humanitarian aid;
- step up efforts to help people strengthen their resilience to the effects of prolonged conflict and other violence, by helping them to restore their livelihoods and access essential services; focus on particularly vulnerable groups, and communities for whom the ICRC’s activities can have the most added value;
- continue to help IDPs and other violence-affected people to obtain food and meet other basic needs;
- make good-quality health care more accessible to violence-affected people by supporting a hospital in Kaga Bandoro and other service providers; bolster protection for those providing and seeking health care;
- broaden awareness of the situation in the CAR, and the scale of humanitarian needs there, and, with the Central African Red Cross Society, expand public awareness of the Fundamental Principles and the Movement’s work; and
- work with the authorities to ensure that the treatment and living conditions of detainees, including the availability of health care, meet internationally recognized standards.
ICRC ACTION

CIVILIANS

Objective: Civilians are protected in accordance with IHL and other applicable law. Violence–affected people meet their basic needs. Members of dispersed families, particularly children, restore or maintain contact and, where appropriate, are reunited. The families of people reported missing ascertain the fate of their relatives.

Promoting protection for civilians
The ICRC will continue to cultivate dialogue with authorities and weapon bearers on their obligations under IHL and other applicable law, and on the Movement’s role. It will seek to maintain and, where possible, broaden its access to people affected by violence, and strive to foster respect for IHL provisions that protect civilians and medical personnel. It will document allegations of abuse, including sexual violence, and urge authorities and weapon bearers to prevent such misconduct. It will emphasize the necessity of protecting health services and taking measures to ensure that IDPs are able to return home, voluntarily and safely.

Under the 2019 peace agreement, the authorities have set up “mixed units” – made up of military troops, security forces personnel and members of armed groups – to carry out security operations. Members of these units, and security forces and military forces – including multinational forces – will be urged to integrate IHL and other applicable law more fully into their doctrine, training and operations, and will be given support for doing so.

Helping violence–affected people to strengthen their resilience and meet their basic needs
Where security conditions permit, the ICRC will step up its efforts to help communities affected by ongoing conflict and other situations of violence in the CAR – particularly displaced people returning to their places of origin and residents in violence–affected areas – to strengthen their resilience against the effects of the fighting. The ICRC will sustain distributions of emergency aid to IDPs and other conflict–affected people, to help them meet their urgent needs. Wherever possible, the ICRC will carry out its activities jointly with the Central African Red Cross Society, which will also be given technical and material support for its activities.

Specifically, households affected by conflict and other violence will be given support for restoring their livelihoods. People will be helped to resume crop cultivation and fish farming; agricultural households will also be given food during the lean season to avoid consuming seed for planting. The ICRC will step up support for herding households by broadening efforts, with the authorities, to vaccinate and treat their animals. Households headed by victims/survivors of sexual violence, and other vulnerable households, will be given cash assistance for covering their basic expenses, and/or cash grants and training for starting small businesses or other income– earning activities. Under a joint initiative of the agriculture ministry and the ICRC, other households will earn money by multiplying high–yield, and drought– and disease–resistant, seed for their communities.

IDPs, returnees and others affected by conflict and other violence will receive food and the items necessary for preparing meals and setting up temporary shelters. Households with children being treated for malnutrition, and other patients at ICRC–supported facilities, will be given food to help ensure that their nutritional needs are met.

The ICRC will renovate or construct water infrastructure to ensure a reliable source of clean water for violence–affected people, including residents of violence–affected areas and IDPs. In rural areas, these improvements will enable people to fetch water without venturing far from their homes, thus also reducing their exposure to risks to their safety. In urban areas, including Bangui, these projects will be undertaken with local water authorities. Together with the National Society, the ICRC will broaden awareness of hygiene practices that provide protection from water–borne and other diseases.

Reinforcing health services in violence–affected areas
The ICRC will help ensure that people in areas affected by conflict and other violence have access to good–quality primary health care. ICRC–supported health centres will provide antenatal/postnatal care, screening for malnutrition, and other kinds of basic health care. The ICRC will organize training sessions for community health relays and others, for instance, in maternal health.

At some of the centres mentioned above, people suffering from violence–related trauma, including victims/survivors of sexual violence, will be able to obtain timely medical treatment and psychological care and/or psychosocial support, including from counsellors trained or assisted by the ICRC. These services will also be available at the ICRC–supported hospital in Kaga Bandoro (see Wounded and sick). When necessary, patients will be referred to the appropriate facilities or for livelihood support. The ICRC will seek to broaden awareness, among community members, of the plight of victims/survivors of sexual violence and the services available to them.

The ICRC will enable National Society volunteers to learn about the potential psychological effects of their work, and learn how to provide psychosocial support for their peers to cope with these consequences.

Helping people to reconnect with or ascertain the fate of relatives
Together with the National Society, the ICRC will help members of dispersed families to reconnect through the Movement’s family–links services and, when appropriate, to reunite. It will also endeavour to publicize these services in violence–affected communities.

Families of missing people, including people missing in connection with violence, will be assisted to go through legal and administrative processes for obtaining state and other assistance. The ICRC will also be prepared to provide them with support for arranging commemorative events for family members and/or for forming associations of missing people’s families. These families will also be referred for psychosocial support and for ICRC livelihood–support and other economic–security programmes, as appropriate (see above). The ICRC will provide authorities and first responders
with support for managing and identifying human remains properly.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**
- engage authorities and weapon bearers in dialogue; make oral or written representations to them
- organize seminars and similar events for national authorities and others on IHL and other applicable norms
- brief military forces, including multinational forces, and security forces on IHL and international law enforcement standards; enable senior officers to attend round tables and courses in other countries
- during briefings and dissemination sessions, draw attention to such issues as the plight of IDPs and victims of violence, including victims/survivors of sexual violence

**PROTECTION OF FAMILY LINKS**
With the National Society:
- provide family-links services; when appropriate, assist in repatriating people and/or reuniting them with their relatives
- during dissemination activities, let people know about the family-links services available to them
- give families of missing people financial and other support for going through legal/administrative processes; provide them with livelihood and other assistance and psychosocial support (see below)

**FORENSICS**
- organize training in forensic procedures for forensic professionals, the authorities and others
- provide first responders with the supplies necessary to handle human remains properly

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food consumption</td>
<td>124,750 people</td>
</tr>
<tr>
<td>Food production</td>
<td>121,940 people</td>
</tr>
<tr>
<td>Income support</td>
<td>13,510 people</td>
</tr>
<tr>
<td>Living conditions</td>
<td>35,000 people</td>
</tr>
</tbody>
</table>

- distribute household items to up to 5,000 violence-affected households (35,000 people)
- provide food, or cash coupons for purchasing it, to displaced and other violence-affected households (up to 16,000 households/112,000 people in all); give similar assistance to children being treated for malnutrition and other patients at ICRC-supported facilities and their families (up to 12,750 people in all)
- give 10,350 households (72,450 people) supplies, training and/or financial support for crop cultivation or fish breeding
- together with the authorities, vaccinate, and treat for disease, the livestock of up to 7,070 herding households (49,490 people); train and equip animal-health workers, and help stock veterinary supply depots
- provide cash – through cash-for-work projects and by other means – to up to 1,930 heads of households (supporting some 13,510 people in all), including victims/survivors of sexual violence, for meeting daily expenses, starting income-earning activities or enrolling in vocational training

**WATER AND HABITAT**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water and habitat activities</td>
<td>315,500 people</td>
</tr>
</tbody>
</table>

- install and maintain water infrastructure for some 20,000 IDPs; repair or construct rural water systems for some 93,500 people, and train and equip local technicians to maintain them; with the authorities, upgrade urban water infrastructure serving 188,000 people in Bangui, Bouar and Ndélé
- with the National Society, promote good hygiene in violence-affected communities
- repair or construct sites for livestock vaccination, for the benefit of 14,000 members of herding households in all

**HEALTH**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health centres supported</td>
<td>5 structures</td>
</tr>
</tbody>
</table>

- give up to five health facilities various forms of support, such as financial assistance, infrastructural improvements and medical supplies
- refer patients needing specialized or advanced care to the ICRC-supported hospital in Kaga Bandoro or other suitable facilities
- at ICRC-supported health centres and other facilities, provide – through ICRC-trained health workers, or directly – mental-health and psychosocial support for some 2,240 victims of violence, including victims/survivors of sexual violence
- conduct information sessions in communities on the plight of victims/survivors of sexual violence, and the importance of referring them for prompt, appropriate care
- brief community-based health relays and other community members on various aspects of maternal care and preventive measures to check the spread of disease

**SUPPORT FOR THE NATIONAL SOCIETY**
- give National Society staff and volunteers material assistance, and training in psychosocial and livelihood support, the restoration of family links, forensics and the management of human remains
PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. Judicial guarantees are respected.

People held by the government include those arrested in relation to armed conflict or other violence. People arrested by MINUSCA are systematically handed over to the national authorities.

Monitoring detainees’ treatment and living conditions

The ICRC will visit, in accordance with its standard procedures, people held in prisons and places of temporary detention run by the authorities. It will monitor their treatment and living conditions, paying close attention to the needs of particularly vulnerable people, such as young people formerly associated with armed groups and people held in connection with conflict. After these visits, it will communicate its findings and recommendations confidentially to the pertinent authorities, and urge them to take steps to ensure respect for judicial guarantees and the principle of non-refoulement. The ICRC will seek access to all detainees within its purview, including people held in places of temporary detention run by the interior ministry. The ICRC will enable detainees to contact their relatives through the Movement’s family-links services; foreign detainees will be assisted to notify their embassies of their arrest. The authorities will be urged to keep detainees’ families informed of their relatives’ well-being and to establish procedures for detainees to contact their families and receive family visits.

Supporting the authorities’ efforts to ensure good-quality health services for detainees

Together with the authorities, the ICRC will endeavour to improve detainees’ living conditions, especially access to health care and treatment for malnutrition. ICRC support in this regard will include technical advice, training, and financial and material assistance. For example, health staff will be helped to develop their ability to detect malnutrition among detainees. The ICRC will urge the authorities to refer detainees needing urgent or advanced care to external facilities for treatment, and will give them support for doing so. At the Ngaragba Central Prison in Bangui, and at a prison in Bouar, the ICRC will focus on helping to ensure that the nutritional needs of moderately malnourished detainees are met. It will donate food to enrich detainees’ diet and help prison personnel develop their ability to manage food stocks.

The ICRC will provide support for other projects to benefit detainees, such as technical and other assistance for the authorities to plant vegetable gardens in places of detention and implement income-generating projects for detainees; and training in market gardening for detainees. To help ensure that detainees have adequate access to water and sanitation, and to improve their living conditions in other ways, the ICRC will upgrade infrastructure and train prison staff in its long-term maintenance. The ICRC will continue to make its expertise available to the authorities, in support of their efforts to ensure sanitary conditions in places of detention.

JUDICIAL GUARANTEES

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. Judicial guarantees are respected.

People held by the government include those arrested in relation to armed conflict or other violence. People arrested by MINUSCA are systematically handed over to the national authorities.

Monitoring detainees’ treatment and living conditions

The ICRC will visit, in accordance with its standard procedures, people held in prisons and places of temporary detention run by the authorities. It will monitor their treatment and living conditions, paying close attention to the needs of particularly vulnerable people, such as young people formerly associated with armed groups and people held in connection with conflict. After these visits, it will communicate its findings and recommendations confidentially to the pertinent authorities, and urge them to take steps to ensure respect for judicial guarantees and the principle of non-refoulement. The ICRC will seek access to all detainees within its purview, including people held in places of temporary detention run by the interior ministry. The ICRC will enable detainees to contact their relatives through the Movement’s family-links services; foreign detainees will be assisted to notify their embassies of their arrest. The authorities will be urged to keep detainees’ families informed of their relatives’ well-being and to establish procedures for detainees to contact their families and receive family visits.

Supporting the authorities’ efforts to ensure good-quality health services for detainees

Together with the authorities, the ICRC will endeavour to improve detainees’ living conditions, especially access to health care and treatment for malnutrition. ICRC support in this regard will include technical advice, training, and financial and material assistance. For example, health staff will be helped to develop their ability to detect malnutrition among detainees. The ICRC will urge the authorities to refer detainees needing urgent or advanced care to external facilities for treatment, and will give them support for doing so. At the Ngaragba Central Prison in Bangui, and at a prison in Bouar, the ICRC will focus on helping to ensure that the nutritional needs of moderately malnourished detainees are met. It will donate food to enrich detainees’ diet and help prison personnel develop their ability to manage food stocks.

The ICRC will provide support for other projects to benefit detainees, such as technical and other assistance for the authorities to plant vegetable gardens in places of detention and implement income-generating projects for detainees; and training in market gardening for detainees. To help ensure that detainees have adequate access to water and sanitation, and to improve their living conditions in other ways, the ICRC will upgrade infrastructure and train prison staff in its long-term maintenance. The ICRC will continue to make its expertise available to the authorities, in support of their efforts to ensure sanitary conditions in places of detention.

JUDICIAL GUARANTEES

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. Judicial guarantees are respected.

People held by the government include those arrested in relation to armed conflict or other violence. People arrested by MINUSCA are systematically handed over to the national authorities.

Monitoring detainees’ treatment and living conditions

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disabilities have access to well-made prostheses/orthoses and physiotherapy.

Reinforcing health services in violence-affected areas

The ICRC will continue to provide technical and material support for a hospital in Kaga Bandoro that serves as the reference hospital for the prefecture of Nana-Grébizi, with a view to helping ensure that people affected by conflict and other violence have access to free, good-quality medical care on a 24-hour basis. It will help the hospital work towards strengthening its surgical, obstetric and emergency services in particular – for instance, by donating medical supplies, providing technical support, and assisting in renovating waste-management and other infrastructure. The ICRC will also organize training for hospital staff in various areas, such as psychosocial care for victims of violence and weapon-wound surgery.

Patients at the hospital include children being treated for severe malnutrition at an ICRC-run therapeutic-feeding unit. They and other hospital patients will be given additional food to supplement their diet (see Civilians).

The ICRC will give five other hospitals support on an ad hoc basis, including training for staff and donations of medical supplies. In the event of an emergency, the ICRC will stand ready to provide wound-dressing kits for all of the hospitals above to help them reinforce their services.

The ICRC will endeavour to ensure the safety of hospital staff and patients during outbreaks of violence. To that end, it will carry out infrastructural improvements and explain key aspects of the Health Care in Danger initiative to hospital staff and patients.

Ensuring the availability of first-aid services

To help ensure that critically wounded people are able to receive emergency medical attention, the Central African Red Cross Society and the ICRC will train first responders in first aid and give them the equipment necessary to stabilize patients and transport them to suitable medical facilities.

The ICRC will help to evacuate critically ill or wounded people to hospitals for higher-level care.

Broadening access to good-quality physical rehabilitation services

People in the CAR can obtain physical rehabilitation services and prosthetic/orthotic devices at an ICRC-supported centre in Bangui. Some of them have to travel to Bangui for treatment; in light of this, the ICRC will also maintain its support for an association that provides board and lodging for patients during the course of their treatment. This association will also receive ICRC support for conducting sporting and other activities aimed at advancing the social inclusion of disabled people.

The ICRC will contribute to the long-term sustainability of physical rehabilitation services in the CAR. For instance, it will provide support for people studying to become professional physiotherapists, with a view to expanding the pool of qualified professionals in the country. Together with the authorities, it will continue to work on the establishment of a new rehabilitation centre in Bangui.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE

With the National Society:

- train community members and members of armed groups in first aid; give them basic supplies
- facilitate the transfer of patients to the ICRC-supported hospital in Kaga Bandoro, or other ICRC-supported health facilities, for suitable care.
- organize information sessions on the Health Care in Danger initiative for hospital staff and patients and/or in communities
- give the reference hospital in Kaga Bandoro material and technical assistance on a regular basis, including medical supplies, infrastructural upgrades, training and financial support; more specifically:
  - provide this support to enable patients to obtain treatment free of charge
  - donate equipment, and organize specialized training sessions for health staff
  - support the work of the hospital’s hygiene committee
- provide some material support, and technical support and training, to up to five other hospitals
- during emergencies, give the Kaga Bandoro hospital and up to five other hospitals wound-dressing kits and/or other material support

PHYSICAL REHABILITATION

- continue to provide expert advice, specialized training, and financial and material support for the production of prostheses and orthoses at a centre in Bangui, to benefit 1,200 people
- continue to give logistical support and other assistance to an association that provides room and board for the centre’s patients
- enable people to begin or continue studying physiotherapy

WATER AND HABITAT

- upgrade and help maintain the operating rooms, and waste-management and other infrastructure, and

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
implement passive-security measures, at the Kaga Bandoro hospital

together with the authorities, continue construction of facilities for a physical rehabilitation centre in Bangui

**ACTORS OF INFLUENCE**

**Objective:** National authorities and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media and other influential actors help foster awareness of humanitarian issues and IHL among all parties concerned and in the wider public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

The ICRC will endeavour to strengthen its dialogue with the authorities, armed groups and multinational forces on IHL and on the humanitarian consequences of the situation in the CAR. It will also conduct briefings on IHL and other applicable law for military and security forces (see Civilians).

The ICRC will continue to broaden awareness and understanding of issues of humanitarian concern in the CAR, particularly the plight of victims of violence, including victims/survivors of sexual violence, and the necessity of safeguarding medical services. To this end, it will carry out communication campaigns and organize dissemination sessions and other events for government officials, members of the media and other sections of civil society, and others of influence. The ICRC will interact regularly with influential parties to enlist their help in fostering acceptance for IHL and gathering support for the Movement’s work among those capable of facilitating such work. It will also contribute to research and public discourse on IHL, for instance, by organizing debates for law students and supporting the development of a master’s degree in humanitarian law and action. It will keep members of the diplomatic community and others informed of the Movement’s activities in the CAR.

The ICRC will continue to engage the justice ministry, and other pertinent ministries, in dialogue on advancing implementation of IHL and IHL-related treaties. It will give them expert advice to this end, and also organize workshops and similar events for magistrates and other officials.

The ICRC will give the Central African Red Cross Society technical and material support to broaden awareness of IHL and the Movement, and carry out other activities.

**PLAN OF ACTION AND INDICATORS**

- disseminate messages on IHL and the Movement’s humanitarian work; draw attention to humanitarian issues in the CAR, through social media, events organized for the purpose, and other means; discuss these subjects with the authorities and others of influence
- organize briefings and other events on IHL implementation for key government officials; provide expert advice as necessary
- keep the media and other influential actors informed of the Movement’s activities

**SUPPORT FOR THE NATIONAL SOCIETY**

- give the National Society material and technical support – for instance, to produce public-communication materials

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Central African Red Cross Society has a strong legal basis for independent action. It is able to carry out its core activities effectively. The activities of all components of the Movement are coordinated.

The National Society will continue to expand its operational and managerial capacities with the ICRC’s financial, material and technical support. The ICRC will help the National Society to develop its capabilities in specific areas: responding to emergencies; addressing the multifaceted needs of people affected by conflict and other violence; and broadening awareness of and support for IHL and the Movement’s activities. The ICRC will continue to assist the National Society to incorporate the Safer Access Framework more fully in its activities.

The ICRC will contribute to improving coordination among Movement components.

**PLAN OF ACTION AND INDICATORS**

- give the National Society funds and equipment, and training and other technical support; help it also to deliver family-links services and livelihood support (see Civilians), train people in first aid (see Wounded and sick), provide psychosocial support, and foster acceptance for IHL and the Movement’s activities (see Actors of influence)
- help organize coordination meetings for Movement partners in the CAR on security-related issues and other matters
The ICRC has worked in Chad since 1978. It seeks to protect and assist people suffering the consequences of armed conflict in the region, follows up on the treatment and living conditions of detainees, and restores links between separated family members, including refugees from neighbouring countries. It also pursues longstanding programmes to promote IHL among the authorities, armed forces and civil society. It supports the Red Cross of Chad.

N’Djamena. People separated from their families reconnect with their relatives, using the Movement’s family-links services. The ICRC, together with the Red Cross of Chad, offers phone calls and other services in camps and at other sites where IDPs and refugees have moved.

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (KCHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection</td>
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<tr>
<td>Assistance</td>
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<tr>
<td>Prevention</td>
<td>1,383</td>
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<tr>
<td>Cooperation with National Societies</td>
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<td>General</td>
<td>63</td>
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<td><strong>TOTAL</strong></td>
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<td>Of which; Overheads</td>
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**PERSONNEL**

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<th>Type</th>
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<tbody>
<tr>
<td>Mobile staff</td>
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<td>Resident staff</td>
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**ASSISTANCE TARGETS**

**CIVILIANS**

<table>
<thead>
<tr>
<th>Domain</th>
<th>Target (People)</th>
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<tbody>
<tr>
<td>Food consumption</td>
<td>17,000</td>
</tr>
<tr>
<td>Food production</td>
<td>174,000</td>
</tr>
<tr>
<td>Income support</td>
<td>6,500</td>
</tr>
<tr>
<td>Living conditions</td>
<td>18,000</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>300</td>
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<tr>
<td>Water and habitat activities</td>
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**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
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</thead>
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<tr>
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<tr>
<td>Living conditions</td>
<td>3,500</td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>4,500</td>
</tr>
</tbody>
</table>
SITUATION

- Chadian armed and security forces — at times, with other members of the Multinational Joint Task Force headquartered in N’Djamena — continue to battle the armed groups known as “the Islamic State’s West Africa Province” and Jama’atu Ahlis Sunna Lidda’awati wal-Jihad. These groups are also active in the wider Lake Chad region (see Niger, Nigeria and Yaoundé). The security situation in Chad remains precarious, notably in the border areas of Lac province. Arrests in connection with the armed conflict continue to be made by Chadian and international forces.

- Communal tensions in eastern and southern Chad persist, sometimes flaring into violence. Chad is affected by drought and floods, which have been aggravated by the climate crisis.

- Fighting in Cameroon, the Central African Republic, and Sudan (see Central African Republic, Sudan and Yaoundé) has driven thousands of people to Chad and prevented many of them from returning home.

- Chad’s transitional military authorities, who came to power in 2021, reached a peace agreement with several armed groups in August 2022; a new transitional government replaced these authorities in October 2022. Initially scheduled for 2022, elections have been postponed to 2024.

- Chad is part of the G5 Sahel Joint Force, a multinational effort against armed groups. It also contributes troops for peacekeeping operations in Mali.

HUMANITARIAN CONCERNS

- Hundreds of thousands of people in Lac and elsewhere have been displaced — some repeatedly and/or for protracted periods — or otherwise affected by armed conflict and other situations of violence. Attacks on civilians and their property, restrictions on movement, and sexual violence are all alleged to have taken place. Refugees, IDPs, and returnees, and the communities hosting them, have few resources and meagre access to basic services and livelihood sources, owing to the prevailing insecurity and the effects of the climate crisis. Essential infrastructure for water, electricity and telecommunications, where functional, is inadequate and under considerable strain.

- IDPs, refugees, detainees and others separated from their families by violence, detention or other circumstances in Chad or the wider region are often unable to contact their relatives. Unaccompanied minors and separated children are at particular risk of various kinds of abuse. People seek information about their missing relatives, some of whom are alleged to have been arrested or detained, or abducted by armed groups.

- Detainees endure difficult living conditions in overcrowded prisons with inadequate infrastructure. Many of them do not have sufficient access to health care and are malnourished. Prison authorities lack the resources to address these and other issues, including access to water and sanitation facilities and to open spaces.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- sustain dialogue with the authorities, weapon bearers and other influential parties, in order to strengthen respect for IHL and other applicable norms, and to secure access to people in need; deepen engagement with violence-affected people to more fully understand their concerns and expand their involvement in designing activities for their benefit;

- continue to help IDPs, residents and returnees in Lac and other violence-affected areas to build their resilience by providing livelihood support and other longer-term assistance; give recently displaced people assistance for easing their immediate situation;

- maintain efforts to help address some of the needs of people deprived of their freedom, including those in places of temporary detention, while also continuing to support penitentiary, judicial and health authorities in improving the treatment and living conditions of detainees; and

- work closely with the Red Cross of Chad, and strengthen coordination with other Movement partners, to ensure an effective and consistent humanitarian response.
ICRC ACTION

CIVILIANS

Objective: People affected by armed conflict or other situations of violence are protected in accordance with IHL and other applicable norms. They are able to meet their basic needs and pursue their livelihoods. Members of dispersed families are able to restore and maintain contact with their relatives, and are reunited with them where appropriate. People obtain news of their missing relatives.

Urging protection for violence-affected people, in line with IHL and other pertinent norms

In Lac and other violence-affected areas, the ICRC will continue to remind the authorities, military and security forces, and other weapon bearers of their obligations under IHL, international human rights law and other applicable norms, and underscore the necessity of preventing or ending unlawful conduct. It will focus on such issues as the conduct of hostilities; the rights and concerns of displaced people, returnees and refugees; and sexual violence.

All parties concerned will be urged to ensure that people have access to essential services, particularly health care and education, and sources of livelihood. The ICRC will maintain dialogue with these and other influential parties, including religious and community leaders, and will undertake public-communication initiatives, to secure support for humanitarian principles and the Movement (see also Actors of influence).

The ICRC will strengthen its engagement with community members – especially women and minors – to more fully understand their needs and the risks to their safety, and to involve them more extensively in designing projects for their benefit. In this way, projects that aim to help people pursue livelihoods or improve their access to water (see below) may also help mitigate the risk of sexual or other violence – for instance, by offering options in safer areas.

Helping members of separated families to reconnect

The ICRC will help IDPs, refugees and others to reconnect with their relatives, or to obtain news of relatives reported missing, while also safeguarding their personal data. It will offer family-links services primarily through kiosks in camps and at other sites for displaced people in Lac and elsewhere; the kiosks will be moved to other locations or new ones set up, as needed. The ICRC manages these kiosks together with the Red Cross of Chad, which will be given comprehensive support for building its family-links capacities. The ICRC will trace people reported missing – including those alleged to have been arrested or detained (see also People deprived of their freedom). In coordination with Movement components and other organizations, the ICRC will reunite minors and others with their families, if it is in their best interest, or refer them to other organizations for assistance. It will enable people to travel or complete legal or administrative procedures, by helping them obtain official documents or providing such documents directly.

The ICRC will keep up its efforts to advocate, among the authorities and other parties, measures to prevent loss of family contact.

Enabling displaced people and residents to build their resilience

The ICRC will continue to assist displaced people and members of host communities to meet both their urgent and longer-term needs, in partnership with the National Society and other Movement components, and in coordination with the authorities and other organizations. To this end, the National Society will receive support for strengthening its capacities. In all activities that it undertakes, the ICRC will incorporate measures to mitigate or adapt to the consequences of the climate crisis.

The ICRC will help farming and herding households to produce more food, and enable households with specific needs – for instance, those headed by women – to start or sustain income-generating activities. It will supplement this livelihood support with cash or vouchers, so that they can meet their immediate needs – for example, food for themselves or fodder for their livestock – while waiting for harvest or in case of severe drought. It will also provide systemic support for reinforcing local agricultural and veterinary services.

The ICRC will promote good nutrition, hygiene and sanitation practices (see also Actors of influence) – notably among mothers’ clubs – and help ensure the availability of clean water for personal and livelihood use, thus contributing to improving the state of public health. It will give community members and other local actors support for building, repairing and maintaining essential infrastructure.

Where possible, cash transfers will supplement or replace the provision of in-kind assistance, to help people decide how best to meet their needs; the ICRC will determine what to distribute based on people’s input and on what other organizations are already giving.

The ICRC will remain ready to respond to emergencies, such as surges in violence. When these take place, it will carry out relief distributions and/or ad hoc projects to make potable water more readily available for the people affected.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

P document allegations of abuse; on this basis, submit oral and written representations confidentially to the pertinent authorities and weapon bearers; remind these parties of the necessity of ensuring people’s access to essential services and sources of livelihood

P maintain proximity to violence-affected people to understand their protection-related concerns more fully and collect their feedback on the ICRC’s activities for them; involve them in designing projects to help reduce risks to their safety and address their immediate needs; provide direct support to those with specific needs (see below) or refer them to other organizations for assistance

PP enable authorities and weapon bearers to strengthen their grasp of humanitarian principles and of IHL, international...
rights law and other applicable norms, through workshops, round tables and other events; broaden awareness of these principles and norms through dialogue with influential actors, radio broadcasts and other means

PROTECTION OF FAMILY LINKS

With the National Society:

- provide family-links services; for example:
  - enable members of separated families to exchange news through phone calls, RCMs and short oral messages relayed by ICRC delegates
  - seek to establish the fate and whereabouts of people reported missing – for instance, by making enquiries in camps and communities, and following up with the pertinent parties
  - reunite minors with their families, as appropriate; give them ad hoc assistance or refer them to relevant actors; conduct follow-up visits to check on their welfare
  - facilitate access to official documents, or issue such documents directly

- publicize family-links services, and ways to prevent loss of family contact, through radio spots and other means; adapt the services based on comments and suggestions from the communities concerned

ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>17,000 people</th>
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</thead>
<tbody>
<tr>
<td>Income support</td>
<td>6,500 people</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>300 people</td>
</tr>
<tr>
<td>Food production</td>
<td>174,000 people</td>
</tr>
<tr>
<td>Living conditions</td>
<td>18,000 people</td>
</tr>
</tbody>
</table>

Together with local partners: train up to 300 agricultural advisers, seed producers and community animal-health workers; give them basic tools or vouchers for obtaining such tools; support the operation of mobile veterinary pharmacies

- provide technical and other support to the agricultural and livestock authorities, for improving their services

With the National Society:

- give up to 6,000 households (36,000 people) rainfed seeds, tools and other supplies for farming, market gardening or seed production, and cash or vouchers to see them through the pre-harvest period
- in coordination with the livestock ministry, help vaccinate and deworm the livestock of up to 23,000 households (138,000 people); supply these households with vouchers for fodder; conduct post-vaccination follow-ups with a local research institute
- augment the income of around 1,080 heads of household (supporting 6,500 people in all) – including victims/survivors of sexual violence – by giving them cash grants to sustain their current income-generating activities, start small businesses or undergo vocational training, or by employing them in cash-for-work projects to upgrade community infrastructure (see Water and habitat below)
- in the event of an emergency, assist the people displaced or otherwise affected to cover their immediate needs; more specifically:
  - provide food – or vouchers or cash to obtain it – to some 2,800 households (17,000 people in all), including supplementary food for malnourished children in these households; share information on good nutrition and related matters with these households (see above)
  - give essential household items to up to 3,000 households (18,000 people)
- provide guidance to heads of household and other community members on good nutrition, hygiene and sanitation practices; help them to pass on knowledge of these practices through mothers’ clubs and other means

WATER AND HABITAT

- build irrigation wells – equipped with solar water pumps – and a livestock station, to benefit up to 2,250 people

With the National Society:

- construct new water points and install human-powered pumps at them, to make potable water available to up to 7,500 people; train and equip local committees and technicians to monitor and maintain these and other water points
- conduct hygiene-promotion sessions, provide soap, other cleaning items and water-storage containers, and build communal latrines, to benefit up to 4,000 households (20,000 people), including those headed by women
- distribute solar-powered devices that can function as both lamps and phone chargers to up to 20,000 people

SUPPORT FOR THE NATIONAL SOCIETY

- give the National Society technical and financial assistance and training to bolster its capacities in such areas as: restoring family links, including during emergencies; promoting good nutrition, hygiene and sanitation practices; and conducting livelihood-support programmes
- install solar panels and make other improvements at selected facilities of the National Society, to help enhance its emergency preparedness

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees, including people held in places of temporary detention, are afforded treatment and living conditions that meet internationally recognized standards. They are able to reconnect with relatives.

The ICRC will visit detainees – notably, people held in places of temporary detention – in accordance with its standard procedures, to monitor their treatment and living conditions. People held on security-related charges and people with specific needs, such as women, minors, foreigners and people with disabilities or illness, will be given close attention. The ICRC will communicate its findings and recommendations
confidentially to the pertinent authorities. It will continue to seek access to detainees whom it has not yet been able to visit.

**Promoting respect for detainees’ rights among the authorities**

The ICRC will promote respect for judicial guarantees, procedural safeguards and the principle of non-refoulement among the authorities concerned (see also Actors of influence), and seek to help alleviate overcrowding in prisons. In coordination with other organizations, it will support the authorities in pursuing improvements in these areas and addressing other systemic issues, with a view to aligning detainees’ treatment and living conditions with internationally recognized standards. For instance, it will continue to back their efforts to maintain accurate records on detainees throughout their confinement – including, where feasible, by using an electronic system that was developed by a European Union programme supporting judicial reforms in Chad. It will also help them to implement standardized prison-management practices.

The ICRC will remind the authorities that the families concerned must be notified when people are arrested, detained, transferred or released, or have died. It will also urge them to facilitate family contact for detainees – including family visits – and offer help in this regard.

Newly released detainees will be given assistance for their journey home.

**Supporting the authorities to improve detainees’ access to health care and to tackle malnutrition**

The ICRC will back the authorities as they take steps to ensure detainees’ access to health care and alleviate malnutrition, particularly in connection with the agreement between the health and justice ministries – drafted with its input – on coordinating to provide health services in prison. The ICRC will offer training and technical advice for developing or improving procedures and systems, and provide material assistance for helping treat urgent cases. It will focus on four prisons, in view of the scale of the needs there. One of these prisons will be given particular attention; the aim is for it to become a model for the other priority prisons and other detention facilities. Lessons learnt from supporting this prison will be analysed, together with the authorities, to identify areas of improvement.

The ICRC will also provide support for upgrading prison infrastructure, and train prison staff to maintain or repair it. It will promote good hygiene among detainees to help minimize public–health risks.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- visit detainees; communicate findings and recommendations confidentially to the authorities concerned
- seek access to detainees whom the ICRC has not yet been able to visit
- offer technical advice and training in support of the authorities’ work to address systemic issues in detention

**PROTECTION OF FAMILY LINKS**

- remind the authorities of the necessity of facilitating family contact for detainees – including family visits – and of informing the families concerned when people are arrested, detained, transferred, released or have died; discuss allegations of arrest and detention with them
- provide detainees with phone calls, RCMs and other family–links services
- give newly released detainees allowances, for covering travel–related expenses on their journey home

**HEALTH**

- help the authorities to improve health services at the four priority places of detention; more specifically:
  - organize round tables and other events for and with the authorities, to help them develop measures to implement the agreement between the health and justice ministries, on coordinating to provide health services in prison, and to enable them to manage detainees’ health–related data more efficiently
  - urge the authorities to provide sufficient staff and other resources for addressing detainees’ health needs, and to ensure that detainees are covered by national health programmes
  - conduct visits to monitor detainees’ health and nutritional status, and offer medical consultations
  - ensure the availability of medicines, therapeutic food, wound-dressing kits and other supplies for ill or injured detainees, including in the event of an emergency
  - help set up or maintain entry–screening and referral systems – for TB, for example; cover detainees’ treatment costs, as needed
  - provide training and performance–based financial incentives for prison health personnel

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Living conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,500 people</td>
<td>3,500 people</td>
</tr>
</tbody>
</table>

- give prison authorities and staff material and technical support – through workshops and training – to manage the food supply and treat malnutrition; help them to set up or maintain systems to screen for, monitor and treat malnutrition
- provide cleaning materials and kitchen items, to foster more sanitary living conditions and more hygienic food preparation, for up to 3,500 detainees
- supply nutrient–enriched food rations – locally sourced, whenever feasible – or ready–to–use therapeutic food for up to 3,500 detainees with greater nutritional needs, such as minors and those who are malnourished or chronically ill; donate multivitamins to detainees with micronutrient deficiencies; in the event of a nutritional crisis, provide supplementary food for up to three months
WATER AND HABITAT

Water and habitat activities
4,500 people

- at the four prisons, collectively holding about 4,500 detainees, conduct hygiene-promotion sessions – reinforced by regular donations of soap and other essentials – and upgrade water, sanitation, electrical, cooking and other facilities
- organize workshops for prison authorities, on managing and maintaining infrastructure

ACTORS OF INFLUENCE

Objective: National authorities, the armed forces and the security forces understand and respect IHL and other norms protecting people during armed conflict and other violence; they incorporate these norms and internationally recognized standards for law enforcement in their decision-making. Traditional and religious leaders, the media and academics help foster awareness of humanitarian issues and IHL among all parties concerned and among the general public. All actors understand the ICRC’s mandate and support the Movement.

Strengthening respect for IHL and other applicable norms

The ICRC will maintain contact with the authorities and with armed forces and security forces personnel to help them strengthen their grasp of IHL, international human rights law and other applicable norms (see Civilians and People deprived of their freedom). It will seek to secure their respect for these norms, expand their knowledge of the ICRC’s mission and work, and gain safe access to communities affected by conflict and other violence. It will prioritize engagement with personnel involved in arresting, interrogating and detaining people, and with personnel taking part in ongoing combat operations: Chadian military and security forces in violence-affected areas, peacekeeping troops waiting to be sent to other countries, and international forces present in Chad.

It will urge the military and security forces present in Chad to integrate IHL and international human rights law – and international law enforcement standards – more fully into their doctrine, training and operations.

Chad is party to various IHL-related treaties – such as the African Union Convention on IDPs, the Arms Trade Treaty, and a regional convention on small arms and light weapons – but the provisions of some treaties have not yet been incorporated in domestic law. Policymakers are pursuing efforts to broaden awareness of Chad’s anti-terrorism law – which incorporates key IHL-related provisions, partly because of the ICRC’s expert recommendations – among judicial and other actors. A law protecting the red cross and red crescent emblems has been enacted, but it is not widely known. Government officials, drawing on ICRC training and expert advice, have been taking steps to establish a national IHL committee, notably in the form of a decree awaiting formal approval.

Gathering support for the Movement among members of civil society

The ICRC will engage with key members of civil society – traditional and religious leaders, journalists and academics – and the general public to broaden awareness among them of the neutral, impartial and independent nature of its activities in Chad, and to gather support for the Movement. It will do this with the Red Cross of Chad whenever possible. The ICRC will also seek greater engagement with communities, to inform them of the humanitarian services available to them and to get their views and suggestions concerning its initiatives to address their needs (see also Civilians).

PLAN OF ACTION AND INDICATORS

- maintain regular dialogue with the authorities and with armed forces and security forces personnel on IHL, international human rights law and other applicable norms, and internationally recognized policing standards; provide technical expertise and conduct training, workshops and dissemination sessions on these subjects for military and police officers; sponsor some officers to attend relevant events in other countries
- give government officials, military magistrates and others expert advice, and organize workshops and other events for and with them on these subjects: incorporation of provisions of IHL-related treaties and other key instruments in domestic law; the IHL-related provisions in the anti-terrorism law; the law protecting the red cross and red crescent emblems; and the work of national IHL committees
- provide support for teaching IHL – in line with a standardized curriculum – throughout the system of higher education; organize IHL-related activities and provide reference materials, for university lecturers and students; conduct seminars for Islamic leaders and scholars on the points of correspondence between IHL and Islamic law; sponsor attendees to pertinent events in other countries
- organize workshops and other events for members of civil society on the ICRC and its working methods, and on issues of humanitarian concern; produce press releases and audiovisual materials on ICRC activities in Chad, and arrange briefings, workshops and other events for journalists
- deepen engagement with violence-affected communities and gather their feedback, for example, during information sessions and aid distributions and through a hotline; disseminate information that may be useful to them – for instance, on the Movement’s family-links services (see Civilians) – via radio spots, social-media posts and other means

SUPPORT FOR THE NATIONAL SOCIETY

- provide the National Society with technical and material support, and training, to strengthen its capacities in public communication, notably to broaden awareness of the law protecting the red cross and red crescent emblems
RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Red Cross of Chad has a strong legal basis for independent action and carries out its core activities safely and effectively. Movement partners coordinate their activities.

The ICRC will work closely with the National Society to help people in violence-affected areas and to further understanding of IHL and the Movement (see above). The National Society will also be given comprehensive support for strengthening its capacities and for its organizational development. Bolstering its ability to respond to emergencies, such as those that might arise in connection with political developments or natural disasters (see Situation) – in line with the Safer Access Framework – will remain a priority.

The ICRC will continue to coordinate with Movement partners and other humanitarian actors in Chad to maximize the impact of its activities and prevent duplication of effort.

PLAN OF ACTION AND INDICATORS

- Provide the National Society with financial, material and technical support, and training
- Hold coordination meetings and other events with the National Society and other Movement components active in the region
The ICRC opened a regional delegation in Dakar in 1989, although it had already worked in the region for several years. It focuses on promoting IHL among the armed forces and other weapon bearers and on encouraging implementation of that law throughout the region. It supports the activities of the National Societies; assists people affected by armed conflict and other situations of violence in Casamance, Senegal; seeks to facilitate efforts to clarify the fate of missing migrants; and visits detainees of ICRC concern, providing them with material aid where necessary.

Senegal, Casamance. People are informed by the ICRC – via briefings, comic strips and other communication material – of the dangers of mines/explosive remnants of war and ways to avoid them.

The ICRC opened a regional delegation in Dakar in 1989, although it had already worked in the region for several years. It focuses on promoting IHL among the armed forces and other weapon bearers and on encouraging implementation of that law throughout the region. It supports the activities of the National Societies; assists people affected by armed conflict and other situations of violence in Casamance, Senegal; seeks to facilitate efforts to clarify the fate of missing migrants; and visits detainees of ICRC concern, providing them with material aid where necessary.

**ASSISTANCE TARGETS**

<table>
<thead>
<tr>
<th>CIVILIANS</th>
<th>ECONOMIC SECURITY</th>
<th>Food consumption</th>
<th>900 people</th>
<th>Income support</th>
<th>6,500 people</th>
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<tr>
<td></td>
<td></td>
<td>Living conditions</td>
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<td>Capacity-building</td>
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<td>WATER AND HABITAT</td>
<td>Water and habitat activities</td>
<td>6,618 people</td>
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**BUDGET IN KCHF**

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Of which: Overheads 545

**PERSONNEL**

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<tr>
<td>Resident staff</td>
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SITUATION

- Senegalese government forces and factions of the Mouvement des forces démocratiques de Casamance (MFDC) continue to clash, but there has been some progress in peace talks between them. One MFDC faction signed a peace agreement with the government in August 2022. Senegal also has to contend with the potential spillover effects of the situation in the Sahel (see Mali).
- The Economic Community of West African States (ECOWAS) sent peacekeeping forces back to Guinea-Bissau to stabilize the situation there. In Gambia, the work of the Truth, Reconciliation and Reparations Commission – part of Gambia’s transitional justice process – continues.
- In Gambia, Guinea-Bissau and Senegal, protests – political and other kinds – turn violent sometimes and/or lead to arrests. People throughout the region are also arrested in connection with “terrorism” and the conflict in Casamance.
- Migrants headed for Europe or elsewhere, including asylum seekers and refugees, journey from or through the countries in the region. Many take sea routes; some die, and their bodies or remains are found along Senegal’s coast.
- Climate shocks – notably floods and drought caused by irregular rainfall – threaten food production in the region.

HUMANITARIAN CONCERNS

- In Casamance, civilians continue to feel the effects of decades of conflict. They are constantly at risk – from the continuous presence of weapon bearers and from mines and explosive remnants of war (ERW). They are in even greater danger when they leave their villages to farm, fetch water or make a living. Many people have been displaced over the last few decades; a few have begun to return home.
- In Casamance, the armed conflict – notably its effects on freedom of movement and access to resources – and climate change have particularly severe consequences for farmers and households that have lost their main breadwinners to conflict or migration. Recently displaced people, returnees, and shipwrecked migrants may not receive timely aid.
- Migration, conflict and other circumstances have separated families throughout the region. Thousands of families in Senegal and Gambia are still waiting for news of missing relatives. Families of missing migrants often struggle to make ends meet; in addition, the disappearance of their relatives is potentially traumatizing.
- Overcrowding remains an issue of concern in Senegalese prisons, one that the authorities are trying to address.
- Safety and security are issues of concern for aid workers in Casamance.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- work with conflict-affected communities in Casamance to develop sustainable measures to strengthen their livelihoods, to reduce their exposure to ERW/mines and other safety risks, and to increase their access to clean water;
- restore contact between families separated by armed conflict, detention and migration, in cooperation with the region’s National Societies; in Senegal, assist missing people’s families and shipwrecked migrants with the Senegalese Red Cross Society;
- support the authorities in improving the treatment and living conditions of detainees, including those held on charges of “terrorism” and other security detainees; and
- broaden awareness of IHL and the Movement’s work among authorities and weapon bearers in the region, and among representatives of multilateral organizations and other international actors.

The learning and development unit and the regional communication centre in Dakar will continue to provide training and other support for ICRC delegations in West Africa.
ICRC ACTION

CIVILIANS

Objective: Civilians are respected by all parties to armed conflict or other violence, in accordance with IHL and other applicable law. They meet their basic needs and can revive or sustain their livelihoods. Members of separated families can restore or maintain contact and/or learn the fate of missing relatives.

Working to reduce civilians’ exposure to safety risks

The ICRC will monitor protection-related issues concerning civilians in Casamance: mine/ERW-related incidents; restrictions on access to basic services, and to farmland and other sources of income; and difficulties faced by returnees. It will do the same for migrants, and the families of missing people, in the region.

The ICRC will remind weapon bearers that they must respect IHL and other applicable law. Documented allegations of unlawful conduct will be communicated confidentially to the parties concerned, with a view to ending or preventing such misconduct. Efforts to pursue dialogue with all MFDC factions will be kept up.

In Casamance, the ICRC will maintain its long-standing effort to help conflict-affected communities mitigate the risks to their safety: it will help them design risk-reduction measures, and instruct them in safe practices around mines/ERW. It will assist people with specific needs more directly: livelihood support or emergency aid for conflict-affected households or households that have lost breadwinners (see below); referrals for victims of violence and mines/ERW to suitable care; and psychosocial and other support for several families of missing migrants.

Helping communities in Casamance to build their resilience to the effects of armed conflict

The ICRC, together with the Senegalese Red Cross Society, will continue to implement activities that help communities build resilience and reduce the risks to their safety; and that also help households whose main male breadwinners were killed, went missing, or were injured by mines/ERW or other weapons, or are otherwise affected by the conflict.

The ICRC will install water points, and help plant market gardens, in certain villages. These efforts will be of particular benefit to women, who will have less need to leave the relative safety of their villages, to fetch clean water or earn some more money, for instance. Dikes will be built to protect land and crops from the salty water of the Casamance River. Wherever feasible, infrastructural work will be done through cash-for-work projects, which will enable community members to supplement their income. Farmers and other breadwinners will be given supplies and equipment, or cash to buy them. Communities will also be helped to establish mechanisms for supporting members in need of funds for emergency or livelihood purposes.

During emergencies, relief aid will be distributed to people in need: newly displaced people, destitute returnees, and shipwrecked migrants. Where possible, cash will be distributed instead of in-kind aid, to stimulate the local economy and reduce the environmental impact of the ICRC’s activities.

To ensure the sustainability of the improvements that it made in the past decade, and to take the effects of climate change more fully into account, the ICRC will enlist local academics to evaluate its assistance activities and their results, and incorporate the findings in its planning. The National Society will continue to be given support for eventually taking over some ICRC-run activities.

Reconnecting families separated by conflict or migration

The ICRC will provide National Societies throughout the region with support to expand their family-links services, in accordance with data-protection standards, and publicize these services via radio, direct engagement with communities, and other means (see Actors of influence). It will also offer to collect biological reference samples from people with missing relatives, and to share these with the pertinent agencies, including those in countries along the migration route (see, for example, Paris and Mauritania). Senegalese lawmakers and Gambian officials involved in the transitional justice process will be given expert advice for setting up mechanisms to ascertain the fate or whereabouts of missing people and assist their families.

Forensic capacities in the region will be strengthened, so that human remains can be identified and the families concerned, notified. The ICRC will offer its technical expertise to forensic services, and train first responders and forensic professionals in handling the remains of migrants who died at sea and those of people killed in mass-casualty emergencies.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

P document allegations of abuse and make representations to the parties concerned
P brief weapon bearers on IHL and on the ICRC’s activities
P in Casamance, help communities implement measures to reduce risks to their safety

PROTECTION OF FAMILY LINKS

P organize a regional workshop to gather best practices in dealing with the issue of missing people and addressing their families’ needs; sponsor experts to attend this workshop

With the National Societies concerned:

P offer family-links services to families of missing people, including migrants
P through briefings and print media, publicize the Movement’s family-links services and other means to prevent loss of family contact

FORENSICS

P offer to collect ante-mortem and other data and forward these to the pertinent forensic services and authorities in Gambia, Guinea-Bissau, Senegal and other countries concerned
P provide authorities, first responders and communities with training and reference materials on managing
human remains; enable Gambian and Senegalese forensic professionals to attend regional meetings of experts

when necessary, provide body bags and personal protective equipment to first responders and morgues

WEAPON CONTAMINATION

A. in Casamance, work with the National Society to make communities aware of safe practices around mines/ERW via information sessions, radio spots, and printed materials

- map mine/ERW incidents and share this information with the communities and authorities concerned

ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Income support</th>
</tr>
</thead>
<tbody>
<tr>
<td>900 people</td>
<td>5,500 people</td>
</tr>
</tbody>
</table>

- during emergencies, donate food parcels to up to 900 people (100 households) and household essentials to 50 households (450 people); where possible, distribute cash or vouchers instead to buy these goods

- help ensure that some 5,500 people, including female breadwinners, in Casamance have sufficient income; more specifically, with the help of the National Society:
  - give farmers and market gardeners seed, tools and other supplies and equipment
  - directly provide 300 households with cash or employ adult members in cash-for-work projects to repair infrastructure in their community
  - facilitate and provide funding for the establishment and continued functioning of communal emergency funds and community-run small businesses

A. in Casamance, train 100 representatives of communities and farmers’ cooperatives in techniques for increasing the profitability of agricultural products

WATER AND HABITAT

Water and habitat activities

6,618 people

A. to benefit 6,618 people in Casamance, enlist the help of the National Society and community members to:

- repair or construct dikes, to help around 1,500 people reclaim or preserve riverine farmland
- repair or build community infrastructure – wells, market gardens, a counselling centre for people suffering emotional trauma, and a biogas plant – for some 1,000 people
- dig or build wells for use by some 1,000 people
- provide up to 90 IDP or returnee households (600 people) with shelter materials
- conduct information sessions for about 2,500 people on measures against waterborne illnesses

HEALTH

A. in Senegal, work with local services to provide psychological care for relatives of missing migrants; give them legal and administrative support as needed

A. train community volunteers and health personnel in psychosocial care

SUPPORT FOR THE NATIONAL SOCIETIES

- give the National Societies training and other support for delivering family-links services and emergency response

- help the Senegalese Red Cross train its volunteers to respond to shipwrecks and assist migrants

- train volunteers from the Cabo Verde Red Cross in restoring family links

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards, including respect for their judicial guarantees.

The ICRC will explain – to authorities, judicial officials and security forces personnel – the nature of its detention-related work, with a view to gaining their support for these activities and access to all detainees within its purview. It will remain ready to visit detainees in Guinea-Bissau and Gambia, should the need arise.

Helping to improve penitentiary services

The ICRC will visit detainees in Senegal to monitor their treatment and living conditions. During these visits, which will be conducted in accordance with its standard procedures, it will pay particular attention to people held on charges of “terrorism” and other security detainees, including people held in connection with the conflict in Casamance and those serving sentences handed down by the International Criminal Tribunal for Rwanda (now subsumed under the International Residual Mechanism for Criminal Tribunals). Findings and recommendations from prison visits will be discussed confidentially with the authorities, as will such subjects as respect for judicial guarantees, the legal framework regulating detention in relation to “terrorism”, and detainees’ right to contact their families and consular representatives. The ICRC will make recommendations to the Senegalese authorities for easing the overcrowding in prisons.

Family-links services will be made available to detainees, to help them contact their families or consular representatives. The Senegalese authorities will be urged to develop mechanisms for detainees to contact their families, including by means of family visits.

The ICRC will give detaining authorities in Gambia, Guinea-Bissau and Senegal technical support to build their capacities in managing prisons and in improving prison infrastructure. It will give the Senegalese authorities advice for building new prisons. The ICRC will be ready to provide material and infrastructural support during emergencies.
PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM
- Visit detainees and discuss findings and recommendations confidentially with the authorities
- Discuss – with judicial and penalitentiary officials, and representatives from pertinent government ministries – international standards for prison management and alternatives to detention; sponsor prison officials to attend regional workshops on prison infrastructure
- In Senegal, offer detainees phone calls and other family-links services; enable foreigners to inform their consular representatives of their situation

ACTORS OF INFLUENCE
Objective: The authorities and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. Community leaders help foster awareness of humanitarian issues and IHL among all those involved in armed conflict and other violence and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

Urging support for IHL and humanitarian action in Casamance
In Casamance, the ICRC will explain – to military and security forces personnel, and local authorities – its neutral, impartial and independent humanitarian action, and their obligation under IHL and other applicable law to allow safe access for people seeking or providing health care or humanitarian aid. The ICRC will also tell them about international standards for law enforcement. Whenever possible, the ICRC will also discuss these matters with factions of the MFDC.

The ICRC will continue to engage with communities – through meetings with community leaders or with aid recipients during distributions, and via radio – in order to understand their needs more fully and to expand their involvement in designing activities for their benefit. It will also discuss with them the Movement’s neutral, impartial and independent humanitarian action and certain issues of concern, such as migration.

Helping to ensure that domestic law and military decision-making take IHL into account
Military and police forces in the region, including peacekeeping personnel, will be given support to integrate provisions of IHL and international policing standards, respectively, into their policies, training and operations. The ICRC will continue to support IHL training in the military, and sponsor instructors and senior officers, particularly from Guinea-Bissau and Senegal, for advanced IHL training in other countries.

The ICRC, in conjunction with national IHL committees, will continue to give authorities in the region expert advice for incorporating in domestic legislation provisions of IHL and IHL-related treaties, such as the African Union Convention on IDPs, the Arms Trade Treaty, and a regional convention on small arms and light weapons. Officials involved in the ratification process will be sponsored to attend regional meetings of experts. The ICRC will also make expert contributions to the development of certain pieces of legislation, such as laws protecting the red cross emblem in Cabo Verde, Gambia and Guinea-Bissau. Magistrates and officials of the African Commission on Human and Peoples’ Rights will be sponsored to attend specialized courses in countries other than their own.

Academics and religious leaders, who can advise and influence authorities and weapon bearers, will also be introduced to IHL and its principles via briefings, themed events and other means.

ANCHORING THE ICRC’S POSITION ON HUMANITARIAN ISSUES
The ICRC will make use of Dakar’s position as a regional hub – for diplomats, the media, and humanitarian and development agencies – to gather support for its activities in Casamance, and everywhere else in West Africa. In its dialogue with the stakeholders mentioned above – representatives of the UN, the African Union, and ECOWAS, and others – the ICRC will draw attention to issues of humanitarian concern: health care; climate change and its effects on food production; and the plight of migrants, missing people’s families, and detainees. It will also organize various themed events on these matters for stakeholders throughout the region.

The ICRC will produce media content in English, French, Portuguese, and local languages, and disseminate it via social media and with the help of local and international media and the National Societies. It will reiterate to journalists and National Society volunteers the importance of accurate coverage of humanitarian issues. Journalists will also be invited to take part in field trips in Casamance, to observe the Movement’s activities.

PLAN OF ACTION AND INDICATORS
- Conduct dissemination sessions – directly or through ICRC-trained instructors – on IHL and other applicable norms for military and security forces, including peacekeepers
- Train Senegalese military instructors in IHL; enable senior army officers from Guinea-Bissau and Senegal to attend advanced training in IHL
- Provide expert advice, and organize information sessions and other events, for lawmakers and members of national IHL and human rights committees, academics and religious leaders
- Organize or help to organize bilateral discussions and international forums – on issues of humanitarian concern, and on the Movement and its activities – for representatives of governments and multilateral organizations

SUPPORT FOR THE NATIONAL SOCIETIES
- Provide the National Societies with training and other technical support to carry out public-communication initiatives, such as radio shows and publication of informational materials
RED CROSS AND RED CRESCENT MOVEMENT

Objective: National Societies in the region have strong legal bases for independent action and carry out their core activities effectively. The activities of all components of the Movement are coordinated.

The ICRC will give the National Societies comprehensive support for implementing their activities – responding to emergencies, restoring family links (see Civilians), administering first aid and promoting respect for IHL and the Movement (see Actors of influence) – in line with the Safer Access Framework, and for sustaining organizational development, which includes improving financial management. The ICRC will also seek to help them reinforce their statutes and legal bases, for example, by enabling them to attend the Movement’s statutory meetings.

Movement activities in the region will be coordinated through regional events and regular meetings, and in accordance with formal partnership agreements, to ensure a consistent response to migration, the COVID-19 pandemic and other matters of humanitarian concern.

PLAN OF ACTION AND INDICATORS

- give the National Societies logistical, material and technical support; in particular:
  - organize first-aid training for volunteers and first-aid instructors
  - train volunteers in applying the Safer Access Framework
- coordinate activities with other Movement components, including cross-border activities, through regularly held meetings
Having worked in the country since 1960, the ICRC opened a permanent delegation in Zaire, now the Democratic Republic of the Congo, in 1978. In 2019, the delegation also began covering ICRC operations in Congo. The ICRC meets the emergency needs of violence-affected people, helps them obtain adequate health care and psychosocial support, and assists them in becoming self-sufficient. It visits detainees, helps restore contact between separated relatives, reunites children with their families and supports the development of the pertinent National Societies. It also promotes knowledge of and respect for IHL and international human rights law among the authorities.

**BUDGET IN KCHF**

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**PERSONNEL**

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<td>Resident</td>
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**ASSISTANCE TARGETS**

### CIVILIANS

#### ECONOMIC SECURITY
- Food consumption: 240,000 people
- Food production: 147,240 people
- Income support: 21,480 people
- Living conditions: 211,900 people

#### WATER AND HABITAT
- Water and habitat activities: 1,180,000 people

#### HEALTH
- Health centres supported: 40 structures

### PEOPLE DEPRIVED OF THEIR FREEDOM

#### ECONOMIC SECURITY
- Food consumption: 9,600 people
- Living conditions: 21,000 people

#### WATER AND HABITAT
- Water and habitat activities: 19,555 people

### WOUNDED AND SICK

#### MEDICAL CARE
- Hospitals supported: 98 structures

#### PHYSICAL REHABILITATION
- Projects supported: 9 projects

#### WATER AND HABITAT
- Water and habitat activities: 5 structures
SITUATION

- Military and security forces of the Democratic Republic of the Congo (hereafter DRC) – backed by the UN Stabilization Mission in the DRC (MONUSCO) – and troops from other countries continue to battle armed groups in the eastern DRC provinces of Ituri, North Kivu, South Kivu and Tanganyika. Rising communal tensions and disputes over resources exacerbate the situation.
- The fragmentation of armed groups, and fighting among them, is an additional complication: scores of armed groups – of varying size and degree of organization – are competing for control of territory and resources. Demobilization of members of local armed groups and foreign combatants is in progress.
- In the DRC and the Republic of Congo (hereafter Congo), economic and political discontent is a potential source of instability.

HUMANITARIAN CONCERNS

- The fighting continues to cause injuries and deaths; it also displaces people within the DRC or to Angola, Congo, Uganda and elsewhere. Reportedly, there are over 6 million IDPs in the DRC; many of them are unable to return to their places of origin, and the few that can often find their homes and public infrastructure in ruins. Refugees are also in the DRC because of violence in their countries, which also prevents them from returning home.
- Civilians in the eastern DRC face several other risks to their safety, including those arising from weapon contamination and improvised explosive devices (IEDs), sexual violence, and child recruitment. Victims/survivors of abuses, and people with physical disabilities, often face emotional trauma, stigmatization and other difficulties.
- Many people have had to flee abruptly, without food or other necessities, and seek shelter in communities that are also impoverished. The fighting has ruined farmland and key infrastructure, and disrupted trade, making it difficult for IDPs and their hosts to grow food or pursue livelihoods. Water facilities cannot cope with the growing needs.
- The DRC’s health system – weakened by years of fighting and a lack of resources and trained staff – can easily be overwhelmed by mass casualties from natural disasters or surges in violence, or by disease outbreaks. In the east, where hundreds of casualties are reported every year, wounded people have to either settle for inadequate care in rural areas or hazard unsafe and difficult travelling conditions to obtain advanced and specialized care in cities. By some estimates, hundred of thousands of people with physical disabilities need assistive devices.
- In the eastern DRC, health personnel and aid workers are routinely attacked, or their work obstructed; abductions have also been reported. Consequently, few humanitarian organizations operate in rural areas.
- Detainees are often held in dilapidated and overcrowded places of detention. They are vulnerable to malnutrition and disease, as budgetary issues affect the availability of food, clean water and health services in prisons.
- IDPs, refugees, returnees and detainees struggle for news of their relatives: many of them are in, or from, remote areas that are not covered by mobile networks. Many children have been separated from their families and need help to return to them. Human remains are not always managed in a way that facilitates their identification.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- safeguard its access to conflict-affected communities, especially those whom others cannot reach, and strengthen engagement with them to ensure that they receive assistance that it is in line with their needs; help strengthen the ability of the Red Cross Society of the Democratic Republic of the Congo, a key partner, to carry out its work safely;
- foster respect for people’s rights under IHL and other pertinent norms by reminding all authorities and weapon bearers of their obligations, and urge them and other influential parties to facilitate safe access to people in need;
- respond to emergencies – for example, by stepping up food distributions for IDPs and ad hoc donations of supplies to health facilities – while also helping to build communities’ resilience to the effects of violence by supporting hosts and returnees in pursuing agriculture, and by making clean water and other services more readily available;
- expand access to medical care for the wounded, the emotionally traumatized, victims/survivors of sexual violence, and disabled people; work with local partners to build domestic capacities, so that this access is more sustainable;
- enable members of dispersed families to stay in touch through the Movement’s family-links services; help reunite unaccompanied or separated children, including those formerly associated with armed groups, with their families;
- monitor the welfare of detainees to whom it has access, particularly security detainees and others with specific needs in the eastern DRC; and help the detaining authorities improve their treatment and living conditions.

The ICRC will strengthen its presence in Niabiwbe, Pinga and Tusunguti, in response to the increase in needs in the Kivu provinces.
ICRC ACTION

CIVILIANS

Objective: People affected by armed conflict or other violence are protected in accordance with IHL and other applicable norms. They are able to cover their basic needs and pursue livelihoods, and have access to water and health care. Members of dispersed families restore and maintain contact and, when appropriate, are reunited; people obtain news of their missing relatives.

Given the scale of needs in the DRC, the ICRC will maximize its impact by focusing on people in areas of the east where the violence is most intense; they often have the greatest needs and cannot be reached by others. The ICRC will take a multidisciplinary approach, seeking to help end or prevent abuses, while also alleviating their effects; it will work with the DRC Red Cross whenever possible. In 2023, some activities, such as food distributions and ad hoc support for health facilities (see also Wounded and sick), will be increased in response to the surge in violence.

Promoting protection for civilians

The ICRC will seek to ensure that people receive the protection due to them under IHL and international human rights law, especially with regard to the conduct of hostilities and law enforcement operations. It will carry on dialogue with authorities and weapon bearers – including the military, the police, international troops, and armed groups – and urge them to prevent or punish abuses against civilians, including sexual violence and child recruitment. All parties will be reminded (see Actors of influence as well) to facilitate unhindered access to education, health care and other essential services, and to humanitarian aid.

The ICRC will engage more closely with communities in eastern DRC to learn more about the risks to people’s safety and design its activities according to their needs, with a view to bolstering their resilience against the effects of violence. It will work with communities to identify strategies to mitigate the risks they face, for example, through recreational activities in villages and transitional centres hosting demobilized children, and meetings with community leaders.

The ICRC will also strengthen its engagement with communities on a broader level via meetings with community leaders, information sessions, and other means. For example, it will set up information desks during aid distributions to answer questions about its services. Radio call-in shows will be key to reaching a wider audience; to a lesser extent, so will social media and messaging apps, which are used mostly by young people. These efforts will help the ICRC to better assess needs; involve people more closely in designing activities for their benefit; and broaden awareness of humanitarian issues.

Community members, health workers, and others will be alerted to the difficulties of particularly vulnerable people – demobilized minors facing the possibility of re-recruitment, victims/survivors of sexual violence and disabled people who are experiencing stigmatization, and people suffering emotional trauma – and urged to refer them to the ICRC (see below) or others for assistance, to help them deal with their situation.

Meeting people’s immediate needs and helping them to pursue livelihoods

The ICRC will distribute relief goods to people coping with sudden displacement and other emergencies. Where people have access to markets, it will give cash, as that will let them decide how best to meet their needs, help stimulate the local economy, and limit the amount of in-kind assistance that the ICRC delivers, reducing its environmental impact.

The ICRC will assist returnees or people in host communities who have safe access to arable land or water sources. It will help them produce food through farming or fishing, by giving them supplies and tools directly or through local agricultural associations. People who have suffered abuse or stigmatization – such as survivors/victims of sexual violence and persons with disabilities – will receive assistance for starting small businesses, to advance their socio-economic reintegration and help prevent them from resorting to harmful coping mechanisms.

Shoring up access to essential services for communities in the east

The ICRC will build water points for IDPs, host communities and returnees, bringing water for household or agricultural use closer to them and removing the need to go to unsafe areas for water. In urban areas, it will give local authorities support to upgrade water networks. It will continue to implement – in cooperation with the authorities, development organizations and the private sector – a multi-year project to address the growing need for water in western Goma.

The ICRC will continue to give primary-health-care centres support to provide free services to violence-affected people, including victims/survivors of sexual violence; it will also donate personal protective equipment (PPE) and provide training in measures to protect against COVID–19 and other diseases, and help refer those in need of advanced care (see Wounded and sick). It will help people with violence-related trauma – including survivors/victims of sexual or other violence, and persons with disabilities – to obtain mental-health and psychosocial support at dedicated counselling centres and at the health facilities it supports, including hospitals and physical rehabilitation centres.

In response to growing risks related to weapon contamination, the ICRC will help DRC Red Cross volunteers to strengthen their ability to promote safe practices.

Helping members of separated families to stay in touch

In the DRC, the ICRC, the DRC Red Cross and other Movement components will continue to offer family-links services to IDPs, refugees, people whose relatives have allegedly been detained (see People deprived of their freedom), and other conflict-affected people. RCMs will be particularly useful in places where there are no phone networks, such as IDP camps. To speed up the process, the ICRC, whenever possible, will use digital means to record and send RCMs. Communities will also be advised on ways to minimize the risk of family separation during or after outbreaks of violence.
The ICRC will, as appropriate, reunite separated and unaccompanied children – including those formerly associated with armed groups – with their relatives. They will be given ad hoc support for travelling home, and for schooling, vocational training or other purposes. The ICRC will also continue to provide some material support to demobilized minors in transitional centres or living with host families, and will work with them to address their family-links needs.

DRC Red Cross volunteers, weapon bearers and others will be given training and material support for managing human remains, with a view eventually to identifying them and informing the families concerned. Authorities and forensic actors will be given expert advice for coordinating their efforts, and standardizing policies and procedures, in this regard.

Displaced people in Congo will also be offered family-links services, albeit to a lesser extent, as the needs are not as extensive.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- through oral and/or written representations, remind the authorities and weapon bearers of their obligations under IHL and other applicable law
- conduct about 70 information sessions for weapon bearers on IHL and other pertinent norms
- engage with communities through workshops and other means; answer their questions through information desks, hotlines, call-in shows on the radio, social media, information sessions and meetings with them
- make community members, health workers and others aware of the vulnerabilities of demobilized children and survivors/victims of sexual violence through information sessions and other activities; organize communication campaigns to raise awareness of key messages related to sexual violence, such as the necessity of referring survivors/victims within 72 hours and avoiding stigmatization

PROTECTION OF FAMILY LINKS

With National Societies:

- offer RCMs, tracing, phone calls, and other family-links services
- reunite separated, unaccompanied and demobilized children with their relatives, or find alternative solutions; give them ad hoc assistance (including referrals for mental-health and other support, if there are victims/survivors of sexual violence among them) and make follow-up visits to check on their welfare

FORENSICS

- provide first responders with training and supplies for managing human remains
- organize workshops and other events for defence ministry and other government officials
- advocate the drafting of specific policies and procedures (especially for mass-casualty situations) and make ICRC expertise available for it

ECONOMIC SECURITY

With the DRC National Society:

- distribute up to a month’s worth of food to up to 240,000 people after their displacement, or during the lean season
- provide up to 24,540 returnee or resident households (roughly 147,240 people) with seed or cuttings (beans, corn, etc.), fish fingerlings, and the necessary tools and training
- help up to 15,480 people – recently released detainees, children formerly associated with armed groups, and destitute wounded people – to return home and/or reintegrate into their communities, by giving them unconditional cash grants
- provide conditional cash grants, training, mobile phones and other inputs for starting small businesses to help bolster the income of up to 1,000 households (6,000 people) with disabled people, survivors/victims of sexual and other violence, and other vulnerable people
- give up to 38,500 households (231,000 people) household essentials – clothing, mosquito nets, hygiene items and bedding – or cash/vouchers to buy them
- donate essential items, or cash, to help improve the living conditions of up to 900 children – unaccompanied, or formerly associated with armed groups – living with temporary host families

HEALTH

- in the eastern DRC, provide training, funds, supplies and/or equipment regularly up to 25 primary–health–care centres, to help ensure that:
  - women receive antenatal/postnatal care, including medical attention during obstetric emergencies
  - victims/survivors of sexual violence can obtain appropriate treatment within 72 hours
  - children are vaccinated against contagious diseases
  - those in need of mental–health and psychosocial support receive it at these centres, or are referred to ICRC–supported counselling centres (see below)
- donate medicine to a transitional centre for demobilized children and cover the medical expenses of those living with host families
- in an emergency, support up to 14 other centres by giving up to three months’ worth of supplies or by helping them
Objective: Detainees’ treatment and living conditions meet internationally recognized standards, and judicial guarantees are respected. Detainees are able to reconnect with their relatives.

People arrested in connection with armed conflict, or for security reasons, are held in places of temporary detention run by military or security forces and the intelligence services. Some fighters who have surrendered or been captured are reportedly held by military or security forces and the intelligence services, for security reasons, are held in places of temporary detention. In the meantime, it will continue to visit, in accordance with its standard procedures, detainees to whom it has access (particularly those held in the eastern DRC), to monitor their welfare. People held for security reasons or who have specific needs – foreigners, women and minors – will be given close attention.

Findings from these visits will be communicated confidentially to the authorities concerned, with a view to helping them improve detainees’ living conditions and treatment, including respect for judicial guarantees. The ICRC will make its expertise available to the penitentiary authorities and the justice ministry, to help them speed up sentencing and other legal proceedings, and ease overcrowding in prisons.

The ICRC will also help people after their release from prison, by giving them ad hoc assistance (see Civilian) and helping to uphold their rights (e.g. in connection with the principle of non-refoulement).

Helping the authorities to ensure detainees’ well-being

The ICRC will make its expertise available to the penitentiary authorities, and the health and justice ministries, to help them improve penitentiary services as a whole. It will also provide penitentiary authorities and the ministries concerned with expert guidance in making improvements in specific areas, such as detainees’ access to health care; management of food stocks; and prison infrastructure. The ICRC will also assist in training prison staff by organizing workshops and training events on health care and nutrition for detainees, and on judicial guarantees.

The ICRC will continue to provide certain prisons with direct support for protecting detainees against malnutrition and other health risks, ensuring the availability of suitable care, and upgrading infrastructure.

Monitoring detainees’ treatment and living conditions

The ICRC will continue to seek access to more people who are detained in connection with armed conflict or for security reasons, notably those in places of temporary detention. In the meantime, it will continue to visit, in accordance with its standard procedures, detainees to whom it has access (particularly those held in the eastern DRC), to monitor their welfare. People held for security reasons or who have specific needs – foreigners, women and minors – will be given close attention.

Findings from these visits will be communicated confidentially to the authorities concerned, with a view to helping them improve detainees’ living conditions and treatment, including respect for judicial guarantees. The ICRC will make its expertise available to the penitentiary authorities and the justice ministry, to help them speed up sentencing and other legal proceedings, and ease overcrowding in prisons.

The authorities will be reminded of the importance of facilitating contact between detainees and their relatives, especially family visits, during which detainees often receive food and other supplies from their families. The authorities will be urged to notify families upon the arrest, transfer or death of their relatives, so that they are accounted for.

The ICRC will also help people after their release from prison, by giving them ad hoc assistance (see Civilian) and helping to uphold their rights (e.g. in connection with the principle of non-refoulement).

Helping the authorities to ensure detainees’ well-being

The ICRC will make its expertise available to the penitentiary authorities, and the health and justice ministries, to help them improve penitentiary services as a whole. It will also provide penitentiary authorities and the ministries concerned with expert guidance in making improvements in specific areas, such as detainees’ access to health care; management of food stocks; and prison infrastructure. The ICRC will also assist in training prison staff by organizing workshops and training events on health care and nutrition for detainees, and on judicial guarantees.

The ICRC will continue to provide certain prisons with direct support for protecting detainees against malnutrition and other health risks, ensuring the availability of suitable care, and upgrading infrastructure.

Plan of Action and Indicators

Protection of People Deprived of Their Freedom

Meet with officials and weapon bearers to explain the ICRC’s working methods, and request access to more detainees

Visit, in accordance with standard ICRC procedures, people held in prisons and places of temporary detention – and, if granted access, those held by armed groups; communicate findings and recommendations confidentially to those concerned

Urge the authorities to take system-wide measures to improve detainees’ living conditions and ensure respect for
for judicial guarantees; offer ICRC expertise and training in this regard

- help detainees to contact their relatives by offering family-links services such as phone calls and RCMs
- request information on people alleged to have been captured/detained; urge detaining parties to improve prison registries to minimize the risk of people becoming unaccounted for, and lend technical or other support to this end

**HEALTH**

- at six priority prisons in the most violence-affected sections of the eastern DRC, provide supplies and equipment (including PPE), training, and financial incentives for prison health staff, and renovate clinics and dispensaries; in addition:
  - cover transportation and treatment costs for detainees requiring hospitalization
  - monitor detainees’ nutrition, and provide therapeutic food for the severely malnourished
- during disease outbreaks and other emergencies, be ready to provide further assistance for detainees at up to two more prisons, in addition to the six mentioned above
- mobilize the authorities to allocate more resources for buying medicine and covering health staff’s salaries

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>9,600 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Living conditions</td>
<td>21,000 people</td>
</tr>
</tbody>
</table>

- provide supplementary rations for some 9,600 moderately malnourished detainees
- distribute hygiene supplies, cooking utensils and other essentials to roughly 21,000 detainees

**WATER AND HABITAT**

| Water and habitat activities | 19,555 people |

- provide prison maintenance/repair teams with material and technical support to benefit up to 19,555 detainees; and upgrade water, sanitation or other facilities to benefit some 9,800 of these detainees

**WOUNDED AND SICK**

**Objective:** Wounded and sick people have timely access to good-quality emergency medical and surgical care. Physically disabled people, including victims of armed conflict, benefit from suitable rehabilitation services and are able to reintegrate into society.

The ICRC, together with the DRC Red Cross, will seek to ensure that conflict-affected people have safe and unrestricted access to appropriate medical care. In all its activities for the wounded and the sick, the ICRC will continue to incorporate measures against the spread of COVID-19 and other diseases. It will also remind people of these measures during information and training sessions.

Weapon bearers will be reminded of the protection due to people seeking or providing medical services, and to the red cross and other emblems protected under IHL (see *Actors of influence*).

**Reinforcing a wide range of health services in the eastern DRC**

The ICRC will continue to provide the DRC Red Cross and other first responders, including weapon bearers, with first-aid training and supplies. Because of the difficult terrain, lack of roads and presence of weapon bearers, the ICRC will help patients from rural areas to travel to cities for further care, for instance, via airlifts or the motorcycle ambulance system that it helped set up. This will be coordinated with the National Society and/or MONUSCO. Health facilities (see also *Civilians*) will be assisted in improving their referral systems, so that people can get specialized care as needed.

Hospitals will continue to receive supplies, training and other support from the ICRC. Three reference hospitals – in Beni, Bukavu and Goma – will receive extensive support from ICRC staff stationed there. With the help of some of these hospitals, the ICRC will act to assist surgeons in rural areas to develop their capacities; in particular, the ICRC and the health ministry will work together to continue developing the Bukavu hospital into a learning hub for surgery. During emergencies, the ICRC will provide ad hoc assistance to other hospitals as well.

The ICRC will begin to work with the authorities and other partners to build local laboratories’ capacities, so that people have access to diagnostic services that meet international standards.

**Helping to strengthen the physical rehabilitation sector**

The ICRC will maintain its support for four physical rehabilitation centres in Ituri and in the Kivu provinces. It will also support the country’s first centre of reference for physiotherapy and orthopaedic services, which it helped to build on the grounds of the general hospital in Kinshasa.

The ICRC will urge the authorities and other stakeholders to make the sustainability of the physical rehabilitation sector a matter of priority. It will provide the centres mentioned above with support to improve their services, but will seek also to help them work towards financial and operational self-sufficiency. It will pursue efforts to advance the socio-economic inclusion of disabled people, notably by giving them support for starting small businesses.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- train and equip roughly 1,400 first responders to administer first aid and/or train others in first aid; organize workshops for local medical personnel, including hands-on training, in war surgery
provide material and financial support regularly for 18 hospitals; in addition:

- assign ICRC surgical staff to the reference hospitals in Beni, Bukavu and Goma, and help the facilities to streamline management of their finances
- set up financial-support mechanisms for IDPs, unaccompanied and demobilized children, and others
- organize training in psychosocial care and treatment of victims/survivors of sexual violence (see Civilians)

continue to develop the surgical learning hub by organizing on-the-job training and discussions, and helping the authorities to find other partners that can provide additional support

in the event of an emergency, assist up to 80 more hospitals by providing medical supplies or other support

help refer people to and between facilities by providing transport or making arrangements with other organizations

offer training, expert advice (e.g., for establishing standards and coordination procedures), equipment, and other assistance to three laboratories providing diagnostic services

support five physical rehabilitation centres collectively treating about 2,900 people; in particular:

- provide components for assistive devices, PPE, and other supplies
- cover transport, lodging, and other expenses for people from remote areas
- offer psychosocial support to patients and/or refer them to ICRC-supported counselling centres (see Civilians)
- conduct training for the centres’ staff and cover educational expenses for some of them
- offer advice on the use of various tools for improving services, such as software for managing patients’ data

support the activities of four local organizations aiding disabled people by: helping two local associations of professionals to organize events to publicize their work; assisting the health ministry’s community-based rehabilitation programme in mobilizing stakeholders and implementing a national plan for the sector; and helping the national Paralympic committee to organize activities, such as training sessions for athletes, for 270 people

give 40 disabled children financial support to continue their education

renovate facilities at five ICRC-supported hospitals and physical rehabilitation centres; conduct a study to assess the feasibility of a project to build additional facilities (e.g., surgical amphitheatres) for the learning hub

help the DRC Red Cross to establish emergency response teams, or expand their capacities; to that end, arrange advanced training for first responders, donate motorcycle ambulances, and offer funding and other support

Objective: National authorities and all weapon bearers understand and respect IHL and other applicable norms protecting people during armed conflict and other violence, and incorporate these in their decision-making. Members of civil society help foster awareness of humanitarian issues and IHL among these actors and the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement.

The ICRC and the DRC Red Cross will endeavour to secure safe and unrestricted access for all Movement personnel to conflict-affected people in volatile areas. The ICRC will maintain its efforts to reiterate to all weapon bearers and authorities – through briefings and other means – that they must facilitate safe access to health care and humanitarian aid and show the red cross emblem due regard, as required by law. The ICRC will draw on traditional and religious leaders, journalists and other influential people to pass on these messages to weapon bearers inaccessible to it.

The ICRC will impress upon local and international journalists the necessity of reporting accurately on humanitarian issues in the country. The ICRC will also give the DRC Red Cross support for its public communication, including efforts to raise awareness of the emblems protected under IHL.

In the DRC, the ICRC will continue to provide support for weapon bearers to integrate IHL and other pertinent international norms into their doctrine, training and operations. It will make its expertise available to military schools for improving their teaching of IHL. It will also continue to conduct information sessions for weapon bearers in the eastern DRC and elsewhere. The subjects covered will include IHL, international law enforcement standards, prevention of sexual violence, and proper management of human remains. The ICRC will discuss

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
these matters with military legal advisers as well. Whenever feasible, the ICRC will urge armed groups to establish codes of conduct and/or guide them in doing so.

In both countries, the ICRC and the national IHL committees, will continue to urge the authorities to ratify and/or implement treaties that regulate the trade in arms and formalize support for IDPs, and to adopt laws to suppress IHL violations. In the DRC, the ICRC will develop interest in IHL among academics – who might become, or be able to influence, government officials – by organizing events and by providing technical support for IHL instruction in schools.

**PLAN OF ACTION AND INDICATORS**

- **Pr**: arrange field trips and conduct press conferences, and other events, for journalists; with their help, publish media content in local languages
- **Pr**: arrange conferences, moot court competitions, and other IHL-related events for academics
- **Pr**: organize briefings, train-the-trainer workshops and other events on IHL or human rights law for the military, security forces and other weapon bearers, and sponsor senior officers to attend advanced training outside the DRC
- **Pr**: give lawmakers and government officials expert advice to ratify or implement IHL-related treaties

**SUPPORT FOR THE NATIONAL SOCIETIES**

- **Pr**: provide the DRC Red Cross and the Congolese Red Cross with material and technical support, and training, to strengthen their public communication and community engagement activities

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective**: The Red Cross Society of the Democratic Republic of the Congo and the Congolese Red Cross have strong legal bases for independent action. They are able to carry out their core activities effectively and safely, and have broad public support.

**Components of the Movement coordinate their efforts.**

The DRC Red Cross has a strong presence throughout the country – including areas of the east accessible to few other organizations – and plays a pivotal role in helping people affected by conflict or disasters. The ICRC will continue to help it to: develop its operational capacities, including its ability to respond to disease outbreaks and other emergencies (see **Civilians and Wounded and sick**); strengthen its organizational structure and financial administration; and enable its volunteers to fully understand the Fundamental Principles. It will also help the National Society to train volunteers in the Safer Access Framework and in practices to mitigate the threat (to themselves and others) of weapon contamination, and add to their knowledge of the red cross and other emblems protected under IHL (see **Actors of influence**), with a view to reducing their safety risks.

In Congo, the ICRC will help the Congolese Red Cross to bolster its ability to respond safely to emergencies, restore family links and conduct communication campaigns, and to further its organizational development.

The ICRC will coordinate with all the Movement components working in the two countries, and help Movement personnel to manage risks to their safety. It will also work with the International Federation to support the two National Societies.

**PLAN OF ACTION AND INDICATORS**

- **C**: provide both National Societies with training and material, logistical and financial support – for instance, to cover salaries for key staff and expenses for fuel and communication
- **C**: organize coordination meetings with Movement components in the DRC and Congo; sponsor representatives from both National Societies to attend meetings held in other countries
The ICRC opened a delegation in Eritrea in 1998 in the context of the 1998–2000 international armed conflict between Eritrea and Ethiopia, and it seeks to respond to some needs remaining from that two-year war. Its priorities are to foster acceptance among the authorities for its humanitarian activities, restore family links and help ensure a sustainable supply of clean water for the population concerned.

**BUDGET IN KCHF**

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<td>Assistance</td>
<td>42</td>
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<tr>
<td>Prevention</td>
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</tr>
<tr>
<td>Cooperation with National Societies</td>
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<tr>
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<td><strong>TOTAL</strong></td>
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**PERSONNEL**

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<td>Resident staff</td>
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</table>

**ASSISTANCE TARGETS**

**CIVILIANS**

**WATER AND HABITAT**

- Water and habitat activities
  - 10,000 people
SITUATION

- The governments of Eritrea and Ethiopia continue to work towards rapprochement, having signed a joint declaration in July 2018 to normalize relations that had been strained by the 1998–2000 armed conflict. Eritrea and Djibouti continue their efforts to resolve the border dispute that led to hostilities in June 2008.
- Many Eritreans have relatives living across the border in the Tigray region of Ethiopia, which has been severely affected by armed conflict (see Ethiopia).
- The space for humanitarian actors to operate – limited by the government’s request in 2011 that international humanitarian agencies curtail or terminate their activities – remains restricted.

HUMANITARIAN CONCERNS

- Many people have lost touch with relatives, as a consequence of the 1998–2000 conflict with Ethiopia, the conflict in Tigray, migration or other circumstances. They remain without news of these relatives and/or are unable to restore contact with them, particularly because of the telecommunications blackout in Tigray (see Ethiopia).
- Clean water is not readily available in rural areas, owing to damaged or poorly maintained infrastructure and erratic rainfall patterns. Many water facilities are powered by generators: maintenance is expensive, and the generators need fuel, which is scarce in Eritrea. All this puts people at considerable risk of water-borne disease.
- Working in Eritrea remains a challenge for humanitarian organizations, because of government restrictions. Since 2009, the ICRC’s protection–related activities have been curtailed, and movement within the country has been limited for ICRC mobile staff. In August 2021, movement for all ICRC staff was restricted even further: areas beyond Asmara are now inaccessible. This makes it difficult for the ICRC to carry out humanitarian activities where they are needed most: for instance, lack of access to remote areas hampers collection and delivery of RCMs and the search for missing people.
- The “Red Cross Society of Eritrea” has been inactive since September 2017, when the government instructed it to suspend its activities.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- build its dialogue with national authorities and other key stakeholders, within the country and elsewhere, in order to foster acceptance for its activities and broaden its access to people in need;
- enable people who have lost contact with their families because of conflict, migration or other circumstances to find and reconnect with them, through its family-links services; and
- work with the local authorities to maintain water systems and provide a reliable supply of clean water for rural communities.

Given the restrictions on humanitarian work, the ICRC will maintain only a small presence in Eritrea, while negotiations with the Eritrean authorities continue. It will remain ready to expand the scope of its activities, should that become possible.
ICRC ACTION

CIVILIANS

Objective: Civilians are respected and protected in accordance with humanitarian principles and, where applicable, IHL. People are able to contact relatives who have been separated from them by armed conflict or other situations of violence, natural disasters or migration. People in rural areas have access to clean water.

As humanitarian activities in the country remain largely curtailed, the ICRC will seek to secure acceptance for its work among Eritrean officials and to broaden its access to people in need. To this end, it will pursue dialogue with Eritrean authorities and with influential parties who are in contact with them – such as diplomats and members of civil society – within Eritrea, in the wider Horn of Africa region, and at international forums. In these discussions, it will explain the ICRC’s neutral, impartial and independent approach to humanitarian work, raise awareness of the activities it has been carrying out in the country, and emphasize its readiness to expand its activities in order to help address humanitarian needs, together with the pertinent authorities.

Enabling people to reconnect with their families

The ICRC will continue to offer family-links services in areas to which it has access, in order to help people separated from their families – by conflict, migration or other circumstances – to search for and restore contact with their relatives. It will remain ready offer these services in more areas, particularly in remote places where these services are most needed, once this becomes possible.

Helping the authorities to ensure a reliable supply of clean water

The ICRC will remain ready to carry out activities, together with the Water Resources Department (WRD), to ensure uninterrupted functioning of solar-powered water facilities in rural areas. Where needed, and with the authorities’ consent, it will also implement new projects with the WRD to broaden access to clean water.

The ICRC will stand ready to help the WRD strengthen its capacities to ensure the continued functioning of these water facilities, and to develop and carry out its own projects. If the authorities consent, it will assist the WRD to maintain a database – set up by the ICRC in 2020 – of the water systems it has installed with the WRD since 2004: the WRD will be given assistance for using the database to track maintenance needs at facilities and ensure an uninterrupted supply of water for rural communities.

PLAN OF ACTION AND INDICATORS

PROTECTION OF FAMILY LINKS

offer RCMs and/or tracing services to people separated from their families

WATER AND HABITAT

when possible, work with the WRD to maintain water systems and, at their request, help them implement new solar-powered water projects – to benefit around 10,000 people

train WRD staff to operate and maintain water facilities; provide the WRD with technical advice and other support for using the database of ICRC-installed water systems to track maintenance needs
Afar. Through its outreach services, the ICRC provides physically disabled people with assistive devices and/or refers them for appropriate care.

Present in Ethiopia since 1977, the ICRC seeks to protect and assist people affected by armed conflict and other situations of violence in the country, including the lingering consequences of the 1998–2000 international armed conflict between Eritrea and Ethiopia. It helps preserve the livelihoods of violence-affected communities, and seeks to ensure that people have access to clean water and health care, including physical rehabilitation services. It visits detainees, restores family links, and works with the authorities to ensure compliance with IHL. It supports the Ethiopian Red Cross Society.

BUDGET IN KCHF

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget (KCHF)</th>
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<tbody>
<tr>
<td>Protection</td>
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<tr>
<td>Assistance</td>
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<td>Prevention</td>
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<tr>
<td>Cooperation with National Societies</td>
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<td>General</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>99,304</strong></td>
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<tr>
<td>Of which: Overheads</td>
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PERSONNEL

<table>
<thead>
<tr>
<th>Category</th>
<th>Staff</th>
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<tbody>
<tr>
<td>Mobile staff</td>
<td>125</td>
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<td>Resident staff</td>
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ASSISTANCE TARGETS

CIVILIANS

<table>
<thead>
<tr>
<th>Category</th>
<th>Target (people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Security</td>
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<tr>
<td>Food consumption</td>
<td>44,000</td>
</tr>
<tr>
<td>Food production</td>
<td>904,740</td>
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<tr>
<td>Income support</td>
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<tr>
<td>Living conditions</td>
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<tr>
<td>Capacity-building</td>
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<td>Water and habitat activities</td>
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<tr>
<td>Health</td>
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<td>Health centres supported</td>
<td>45 structures</td>
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</table>

PEOPLE DEPRIVED OF THEIR FREEDOM

<table>
<thead>
<tr>
<th>Category</th>
<th>Target (people)</th>
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<tbody>
<tr>
<td>Economic Security</td>
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<tr>
<td>Food consumption</td>
<td>10,000</td>
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<tr>
<td>Living conditions</td>
<td>10,000</td>
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<td>Water and habitat activities</td>
<td>14,300</td>
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</table>

WOUNDED AND SICK

<table>
<thead>
<tr>
<th>Category</th>
<th>Target (people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Care</td>
<td></td>
</tr>
<tr>
<td>Hospitals supported</td>
<td>40 structures</td>
</tr>
<tr>
<td>Physical Rehabilitation</td>
<td></td>
</tr>
<tr>
<td>Projects supported</td>
<td>18 projects</td>
</tr>
</tbody>
</table>
SITUATION

- In Tigray and in neighboring Afar and Amhara, people continue to deal with the effects of the armed conflict between the Ethiopian National Defense Forces and its allies on one hand, and the Tigrayan forces on the other. Fighting flared up in August 2022. In November 2022, the parties signed an agreement for a permanent cessation of hostilities.
- In western and southern Oromia, violent clashes between government forces and the Oromo Liberation Army remain intense. Rising ethnic and political tensions boil over into violence in other areas throughout the country, particularly within Amhara and Benishangul-Gumuz, and in border areas between Amhara and Oromia, Afar and the Somali Regional State (SRS), and Oromia and the SRS. At Ethiopia’s south-eastern border with Somalia, government troops conduct operations against the Harakat al-Shabaab al-Mujahideen (better known as al-Shabaab).
- People are detained in connection with conflict or other situations of violence.
- The UNHCR estimates that Ethiopia hosts more than 870,000 refugees who have fled instability and violence in neighbouring countries, particularly Eritrea, Somalia and South Sudan. Most of them are in camps in border areas.

HUMANITARIAN CONCERNS

- The volatile situation continues to contribute to the significant humanitarian needs in the country. Civilians are injured or killed during clashes or because of explosive remnants of war (ERW). Sexual violence, attacks on health workers and ambulances, and movement restrictions have all been reported. Millions of people have been displaced within Ethiopia. Tens of thousands of others have fled Tigray for eastern Sudan (see Sudan).
- IDPs have had to leave all their belongings when they flee; they live in makeshift shelters, without access to food, water or sanitation facilities, or among host communities, where resources are inadequate to needs. Those who have been able to return home often find their houses, farms and businesses looted or destroyed.
- The fighting has disrupted the sources of food or livelihood of residents, returnees and IDPs. High inflation rates, and disruptions in supply chains caused by the international armed conflict between the Russian Federation and Ukraine, have contributed to an increase in food, fuel and oil prices to levels beyond the reach of many. Sections of eastern Oromia and the SRS have also been struggling with drought, which has killed livestock. As a result, food insecurity and malnutrition are widespread.
- Health facilities have been looted and damaged, and are unable to cope with influxes of wounded people and IDPs. Water systems are also overwhelmed. In Tigray, security and other access constraints have disrupted the supply of water, electricity and essential items (e.g. food, medicine, fuel); this has limited the availability of health care and clean water, worsened food insecurity, and hampered people’s access to banking services to obtain their wages.
- Many people have lost contact with their families because of the fighting, migration or the 1998–2000 armed conflict with Eritrea. A telecommunications blackout in Tigray has made it difficult for people to reach relatives in that region.
- Overcrowding is an issue at many places of detention. Detainees struggle with shortages of essential items, lack of access to medical care, and inadequate water, sanitation and other essential facilities.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- respond promptly to humanitarian needs throughout Ethiopia, adapting to changes in the situation and focusing on supporting people who are most vulnerable, such as women, children and victims/survivors of sexual violence;
- enable people to meet their immediate needs by delivering timely emergency assistance, while bolstering people’s capacities and coping mechanisms by providing longer-term, resilience-building support; make use of multidisciplinary approaches, where relevant, to ensure a holistic response;
- foster respect for IHL and other applicable norms, and cultivate acceptance for the ICRC’s activities to facilitate its safe access to people in need, by expanding dialogue with authorities, weapon bearers and other influential parties;
- promote protection for civilians – including IDPs, missing people’s families and others with specific needs – and for people deprived of their freedom, by raising their concerns with the pertinent parties and urging them to address these needs in line with their obligations under applicable law; and
- work with and support the Ethiopian Red Cross Society and local service providers in Ethiopia, and coordinate its activities with those of other Movement components, to maximize the reach and impact of humanitarian action.
ICRC ACTION

CIVILIANS

Objective: Civilians are respected and protected in accordance with humanitarian principles and, where applicable, IHL. They can cover their basic needs and restore their livelihoods, and have access to good-quality health care. Members of separated families exchange news. Unaccompanied minors and other vulnerable people are reunited with their relatives, if they so wish. Families are informed of the fate of missing relatives.

As the situation in Ethiopia remains volatile, the ICRC will be ready to adapt its programmes to humanitarian needs, responding in areas most affected by conflict or other violence across the country and where virtually no other humanitarian actors are working. To ensure that its activities take into account the needs, priorities, capacities, coping mechanisms and recommendations of communities in need, it will carry on a dialogue with violence-affected people and migrants, including refugees, particularly the more vulnerable among them such as women, children, people with physical disabilities and members of ethnic minorities. It will do so through its community contact centre, group discussions and other means. The ICRC will continue to work closely with and support the Ethiopian Red Cross Society and other local partners, and coordinate its activities with other humanitarian actors.

Urging protection for violence-affected people

The ICRC will seek to expand its dialogue with the pertinent parties, in order to draw their attention to people’s protection-related concerns and urge them to stop or prevent misconduct. It will remind them of their obligations under pertinent law, highlighting such issues as: the necessity of respecting the rights of IDPs – especially in connection with the implementation of the African Union Convention on IDPs – and ensuring that they have access to services and can return home voluntarily and in safety; the concerns of refugees; and the threat posed by ERW.

The issues of sexual violence and attacks against health services will be tackled through a multidisciplinary response. These issues will be major points of discussion with weapon bearers and the authorities, and will be raised while training them in IHL or other applicable norms (see Actors of influence). The ICRC will also help victims/survivors of sexual violence meet their urgent needs and develop positive coping mechanisms, and will give health facilities support for maintaining their capacity to deliver services and preventing attacks on personnel, structures and vehicles.

The ICRC will work with IDPs, returnees and other violence-affected people to design projects that mitigate risks to their safety and address their protection-related concerns holistically. ICRC communication campaigns will help community members learn more about how to reduce these risks, and raise awareness of the necessity of tackling or ending the social stigmatization of victims/survivors of sexual violence and of facilitating their access to suitable assistance.

Meeting urgent needs and building resilience to the effects of violence, drought and other crises

The ICRC will work to ensure that people’s basic needs are met. It will deliver emergency aid to cover the immediate needs of newly displaced people and IDPs affected by movement restrictions, especially those at risk of malnutrition and people in hard-to-reach areas. At the same time, it will provide longer-term support so that IDPs enduring protracted displacement, returnees and residents can meet their needs in a sustainable manner and recover from, or build their resilience to, the effects of violence.

Where the security situation allows, the ICRC will step up its efforts to enable people to produce a reliable supply of food, in response to rising food insecurity in many areas, and maintain its projects to help them bolster their livelihoods. Herding households in drought-affected areas near the Oromia–SRS border will continue to benefit from an ICRC pilot project – implemented with an international institute and local partners – under which livestock is insured against drought, so that households can mitigate, or more quickly recover from, its effects on their herds. The ICRC will also help local service providers strengthen their ability to support farmers and herders. Where possible, emergency relief and livelihood support will be provided in the form of cash, to give recipients flexibility of choice and stimulate local commerce.

ICRC projects will seek to ensure that people in areas affected by conflict or other violence, or in places receiving influxes of IDPs or returnees, have access to clean water and other essential services. The ICRC will carry out infrastructural work in both rural and urban communities, and will provide capacity-building support to local water authorities, in order to make clean water, and functioning health centres and other facilities, available to IDPs, host communities and returnees. Infrastructural support will be stepped up in urban areas, to cope with the large numbers of IDPs or repair damage sustained during fighting. In the event of intensified violence, disease outbreaks or other emergencies, timely support will be given to IDPs and host communities. All ICRC projects will seek to address specific vulnerabilities: for example, when installing latrines, the ICRC will ensure that they are well lit and lockable, to mitigate the risk of sexual violence.

The ICRC will consolidate its support for primary-health-care centres in Ethiopia, focusing on bolstering services in areas most severely affected by conflict or other violence, so that they can provide good-quality health care, free of charge for IDPs and residents. In particular, the ICRC will support care for women and children, including reproductive-health care, mother-and-child care, specialized services for victims/survivors of sexual violence, treatment for malnourished children, vaccinations against childhood illnesses, and referrals for further care. In the event of intensified fighting or other emergencies, health facilities will be given ad hoc support to help them cope with increased needs or recover from looting and other instances of violence against them.
Enabling people to reconnect with relatives or learn their fate or whereabouts

Various groups of people – those separated from their families by hostilities, refugees from neighbouring countries, and Ethiopian migrants returning from abroad – will continue to benefit from family-links services offered by the National Society and the ICRC, enabling them to contact their relatives and, where appropriate, reunite with them. The ICRC will give the National Society support for making these services more accessible. Various means will be made available – such as internet connectivity services and the use of an ICRC radio programme to broadcast the names of Somali refugees’ missing relatives – so that people can use their preferred channels to contact their relatives. Unaccompanied minors and separated children will be prioritized; their concerns will be raised with the pertinent parties and, when necessary – for instance, to mitigate risks to their safety – they will be referred to other ICRC services or other organizations. When requested to do so, the ICRC will collect and forward official documents, or issue travel documents, to enable people to pursue employment or educational opportunities, reunite with their families, or apply for government benefits or services.

The ICRC will discuss certain issues of concern with the authorities: the necessity of preventing family separation and disappearances; the importance of ascertaining the fate or whereabouts of missing people; and the needs of people separated from their families and those of missing people’s families. It will provide the authorities and other stakeholders with support for addressing these issues, for example, by helping them improve mechanisms for reporting missing-persons cases and searching for missing people; where needed, the ICRC will provide support directly to violence-affected people. ICRC communication campaigns will seek to prevent family separation, and publicize the Movement’s family-links services so that people can obtain support if they need it. The ICRC will continue to offer the authorities assistance for resolving the cases of migrants who went missing in the Mediterranean Sea in 2015. With a view to preventing the mismanagement of human remains and facilitating their identification and return to the families concerned, the ICRC will help to strengthen forensic capacities among national authorities, weapon bearers, forensic professionals and community volunteers.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- document allegations of abuse and raise these with the pertinent parties; organize meetings, round tables or workshops with authorities and weapon bearers on the concerns of IDPs, refugees and other violence-affected people; during training sessions for weapon bearers, explain the necessity of preventing and addressing sexual violence, attacks on health services and the threat of ERW (see also Actors of influence)
- conduct workshops in communities to develop or reinforce positive coping mechanisms; when necessary, give particularly vulnerable people cash/in-kind assistance or refer them for services
- hold information sessions for community members, and/or local and religious leaders, on pertinent topics, such as reducing risks to their safety while seeking health care, mitigating the risk of sexual violence and addressing the stigmatization of victims/survivors, and safe practices around ERW
- refer victims/survivors of sexual violence for assistance (e.g. health services, cash grants) or give them support directly; provide material or other capacity-building support for health facilities, shelters and other institutions that treat or assist victims/survivors of sexual violence
- collect information on the needs of violence-affected people, and their views and suggestions as well, through the community contact centre or other means

PROTECTION OF FAMILY LINKS

- collect and process tracing requests, and inform people of the fate or whereabouts of their relatives; where appropriate, reunite children and other vulnerable people with their families; issue travel documents, and collect and forward official documents, when requested to do so
- survey missing people’s families to learn their needs; give technical or other support to authorities and other organizations responding to these families’ needs; where needed, give families advice for dealing with issues of concern to them; provide them with cash support or other assistance, or refer them for such services

With the National Society:

- offer family-links services (e.g. phone calls, RCMs, internet and charging services); when necessary, refer people separated from their families for health services, cash support or other assistance, or provide support directly
- conduct information sessions and/or distribute communication materials on preventing family separation, and on the Movement’s family-links services, for violence-affected communities and migrants, including refugees
- make national and detaining authorities, and other humanitarian actors and key stakeholders, aware of the needs of violence-affected people and migrants in connection with family contact and of the risk of family separation in places where they work; give them technical advice for addressing these needs and preventing family separation
- coordinate with authorities in Ethiopia and elsewhere, and collect biological reference samples from missing migrants’ families, to identify the remains of migrants who died in the Mediterranean Sea in 2015

FORENSICS

- train community volunteers, military personnel and police instructors to manage human remains; sponsor forensic professionals to attend a course, outside Ethiopia, in
humanitarian forensics; translate informational materials on forensic best practices into local languages and distribute them to first responders, authorities and others
give the police and others (e.g. authorities in the areas of health, justice and disaster-risk management) technical advice for developing and adopting a plan to identify human remains after mass-casualty events

ECONOMIC SECURITY

- provide food rations to around 44,000 people: IDPs and other vulnerable households in violence-affected areas throughout Ethiopia; and health workers, and their families, and patients in Tigray
- donate essential items (e.g. blankets, tarpaulins, mats, cooking items, soap) to displaced people and hygiene items to victims/survivors of sexual violence in shelters, to benefit around 230,000 people
- supplement the income of some 20,000 households (120,000 people) – those of IDPs, returnees and members of host communities – with cash grants for meeting their basic needs
- provide around 3,100 households (18,650 people) – including those headed by people with physical disabilities in urban areas or by victims/survivors of sexual violence in Tigray – with cash grants, material support and/or training for bolstering their livelihoods and increasing their income
- enable up to 150,790 households (904,740 people) to strengthen their food production; more specifically:
  - help some 68,790 households (412,740 people) grow staple crops or vegetables: give them seed, and fertilizer or cash to buy farming supplies, or employ them in cash-for-work projects to repair community infrastructure; provide agricultural cooperatives in their communities with technical and material support for producing seed
  - assist around 82,000 households (492,000 people) to raise livestock, by organizing vaccination campaigns – with the local authorities – for their animals, or by insuring their livestock against drought and covering part of the premium
- for the benefit of some 40,820 people, give local agriculture ministry staff, community-based animal-health workers, a veterinary pharmacy and an educational institution technical and/or material assistance to support farmers and herders; produce radio programmes to broaden awareness of good farming practices

ECONOMIC SECURITY

- Food consumption
  - 44,000 people
- Food production
  - 904,740 people
- Income support
  - 138,650 people
- Living conditions
  - 230,000 people
- Capacity-building
  - 40,820 people

WATER AND HABITAT

- repair or upgrade water infrastructure serving some 1,295,000 people in urban areas; donate generators, pumps, pipes or other materials
- repair or construct solar-powered and other water-supply systems for around 88,920 people in rural areas
- in the event of an emergency, provide clean water and ensure sanitary surroundings for around 932,500 IDPs and those hosting them; more specifically:
  - truck in water for them
  - donate water-treatment chemicals, generators or other items to water facilities, and repair water systems
  - set up sanitation facilities and/or promote good hygiene
- provide up to 80 personnel working for local water bureaus in Amhara, the SRS and Tigray with technical advice, tools or other support for developing and implementing water projects
- repair or upgrade water, electrical and other essential facilities at selected primary-health-care centres and, if necessary, at institutions providing services to victims/survivors of sexual violence

HEALTH

- give up to 30 primary-health-care facilities support on a regular basis, including medical supplies, basic equipment, staff training and infrastructural support (see Water and habitat); where needed, refer pregnant women, victims/survivors of sexual violence and others for hospital care, mental-health and psychosocial support, or other services, and cover their treatment and/or transportation costs
- provide ad hoc support – medical consumables and equipment, or other items – to up to 15 other primary-health-care facilities following mass displacement, looting during attacks or other emergencies
- document instances of violence against health services; organize meetings or information sessions for health authorities and workers on key aspects of the Health Care in Danger initiative

SUPPORT FOR THE NATIONAL SOCIETY

- give the National Society training, and technical and material support, to help it increase the number of volunteers working to restore family links, provide emergency relief and livelihood support, respond to communities’ protection-related concerns, including sexual violence, and mitigate risks posed by ERW while implementing activities
PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: People deprived of their freedom are afforded treatment and living conditions, including access to health care, that meet internationally recognized standards.

The ICRC will visit, in accordance with its standard procedures, people detained in connection with conflict or other violence. It will pay particular attention to those who are especially vulnerable: minors, women, detainees who are physically disabled or mentally ill, and foreigners. The ICRC will endeavour to strengthen its dialogue with detaining authorities, and others who can influence them, to secure access to all detainees within its purview.

Helping to improve detainees' treatment and living conditions through a multidisciplinary approach

The ICRC will discuss specific issues with the Federal Prison Commission, other detaining authorities and, when relevant, judicial authorities and other stakeholders. It will urge them to fulfil their obligation to ensure that detainees’ treatment and living conditions meet internationally recognized standards, particularly in connection with respecting judicial guarantees; responding to the specific needs of vulnerable detainees (e.g. establishing separate quarters for minors and for women); preventing and addressing sexual violence; and ensuring that detainees’ families are informed of their relatives’ arrest or detention and can contact them. The ICRC will also help them develop their ability to tackle these issues unassisted. To that end, it will give them support for designing and managing prisons; operating and maintaining essential facilities; promoting good hygiene; tracking detainees’ cases to ensure timely follow-up and facilitate administrative processes; and providing health care for detainees. It will continue to advise a technical working group on health care in detention; the group is made up of health and detaining officials at both federal and local levels.

When necessary, the ICRC will give the authorities material, infrastructural and other assistance to ensure that they can meet detainees’ basic needs. It will offer its family–links services to detainees, to enable them to restore contact with their relatives. Health facilities in places of detention will be given support to provide services in line with medical ethics, particularly with regard to conducting medical screening for detainees upon arrival; providing specialized care for victims/survivors of sexual violence; and referring detainees with specific needs for appropriate care (e.g. maternal care, hospital services, mental–health support, physical rehabilitation). The ICRC will also carry out projects to provide clean water to detainees, make their surroundings more sanitary – thus preventing the spread of disease – and ensure that kitchen staff can prepare sufficient food for them. At the Mekelle prison, which has been dealing with shortages of food and other essential supplies, the ICRC will assist the detaining authorities in meeting detainees’ urgent needs.

WATER AND HABITAT

Water and habitat activities

14,300 people

- carry out projects to improve access to essential services for around 14,300 detainees; more specifically:
  - install water tanks, pipes and boreholes to benefit some 3,200 detainees; construct latrines, showers and clothes–washing areas for around 2,400 detainees; donate stoves and cooking utensils, or upgrade kitchens, at places of detention collectively holding some 800 detainees
  - train staff in hygiene promotion and donate cleaning materials to ensure sanitary conditions for some 11,100 detainees
  - give detaining authorities guidance in prison design; provide them with ad hoc assistance for meeting the

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- visit detainees and follow up those most vulnerable; communicate findings and recommendations from these visits confidentially to the pertinent authorities; discuss the ICRC’s mission and its activities for detainees with detaining and national authorities, and seek access to people detained in connection with conflict or other violence
- discuss issues of concern with the detaining authorities; give them and other pertinent authorities guidance and/or organize workshops and training sessions for them on dealing with these issues; provide them with technical, material or infrastructural support for improving detainees’ living conditions and access to health care (see below)
- follow up allegations of arrest with the authorities; when necessary, offer family–links services to detainees
- donate essential items for vulnerable detainees (e.g. hygiene items for women, educational materials for minors, mobility devices for physically disabled detainees) or provide them with other assistance (see below); where needed, give released detainees financial support for travelling home

HEALTH

- provide health staff with medical supplies, training, on-the-job mentoring, informational materials and technical support; in the event of disease outbreaks, increased malnutrition rates or other emergencies, provide ad hoc technical and material support (e.g. medicine and other supplies, equipment)
- give the detaining and health authorities – through the technical working group, whenever feasible – expert advice for drafting or revising health–related guidelines for places of detention, and for taking other steps to improve health care for detainees; sponsor some of these authorities to attend courses, seminars or similar events, on this subject, in other countries
specific needs of around 1,600 detainees, and for responding to emergencies

ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Living conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,000 people</td>
<td>10,000 people</td>
</tr>
</tbody>
</table>

provide around 10,000 detainees at the Mekelle prison with food, including supplementary food for malnourished detainees, and essential items (e.g. clothes, personal hygiene items, blankets, firewood)

WOUNDED AND SICK

Objective: Wounded people receive timely care during emergencies. Persons with disabilities have access to good-quality prostheses and orthoses, and physiotherapy, and are aware of opportunities to advance their socio-economic inclusion.

Bolstering emergency care for violence-affected people

To ensure that wounded or critically ill people are properly stabilized and brought to medical facilities in a timely manner, the ICRC will help the Ethiopian Red Cross Society and other first responders strengthen their capacities to provide first aid, emergency care or ambulance services in violence-affected areas. It will also facilitate referrals from primary-health-care facilities to hospitals, to ensure that people can access the care they need (see Civilians).

In coordination with the health authorities and other humanitarian actors, the ICRC will give hospitals support to provide life-saving care for violence-affected people. As many sections of the country continue to suffer the consequences of ongoing or past fighting, the ICRC will seek to give more hospitals regular support for providing emergency care to wounded people, pregnant women, victims/survivors of sexual violence and others, from both resident and displaced populations. During mass-casualty situations, hospitals dealing with influxes of wounded people will be given additional support for coping with the increased needs. In addition, health staff will be given training to strengthen their capacities in preparing for and responding to such emergencies. Victims/survivors of sexual violence will be able to obtain medical care, for addressing emergency needs and consequences such as fistulas and HIV, from ICRC-supported facilities: one-stop centres that offer multidisciplinary support, and medical facilities offering specialized care. The ICRC will continue to work with health professionals and authorities to document instances of violence against health services – for follow-up with the pertinent parties – and to implement preventive measures.

In Tigray, the ICRC will continue to deliver food to hospitals for patients and for staff members, who are still waiting for their wages, and their families (see Civilians).

Supporting the delivery of physical rehabilitation services

In response to an increase in the number of people needing physical rehabilitation – a consequence of the intense fighting in recent years – the ICRC will prioritize supporting physical rehabilitation centres, to help them provide services free of charge to more people. Those who do not have ready access to these services – people living in remote areas, destitute people, detainees and others – will be assisted to obtain care.

As many people will require rehabilitative care in the long term, the ICRC will also continue to help build local capacities, in order to ensure the sustainable delivery of such services in the country. It will provide comprehensive support to the National Rehabilitation Centre at the Black Lion Hospital to help it establish a training centre for prosthetists/orthotists and physiotherapists, in order to bring services in line with national guidelines. The ICRC, directly or through support for other organizations, will continue to help disabled people to advance their social-economic inclusion, by enabling them to obtain livelihood assistance or take part in disability sports, and by raising awareness of the importance of meeting their needs.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE

<table>
<thead>
<tr>
<th>Hospitals supported</th>
<th>Projects supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 structures</td>
<td>18 projects</td>
</tr>
</tbody>
</table>

provide up to 20 hospitals with medical supplies on a regular basis, and with equipment and infrastructural support, as needed; in the event of mass-casualty emergencies, make ad hoc donations of medical items to 20 other hospitals; train surgeons in war surgery and emergency-room staff in preparing for mass-casualty events

give medical supplies and other support to facilities – one-stop centres and specialized medical facilities – that offer assistance to victims/survivors of sexual violence

conduct information sessions for hospital staff and health authorities on the Health Care in Danger initiative and on properly documenting instances of violence; discuss these matters during first-aid and other training (see below)

With the National Society:

organize training in first aid for weapon bearers, and in basic emergency care for National Society volunteers and local health workers; donate medical supplies to ambulance teams

PHYSICAL REHABILITATION

provide up to 11 physical rehabilitation centres, one orthopaedic department at a paediatric hospital and the National Rehabilitation Centre at the Black Lion Hospital
- serving around 11,780 disabled people – with raw materials for making assistive devices, and training and on-the-job mentoring for staff
- cover transportation and other costs, organize referrals or provide services during visits to communities or places of detention, for people without easy access to physical rehabilitation (see also People deprived of their freedom)
- give the National Rehabilitation Centre technical and other support for setting up a training centre; provide support for two professional associations to offer courses aimed at furthering the professional development of prosthetists/orthotists and physiotherapists; sponsor physical rehabilitation professionals to attend seminars or other events in other countries
- help advance the social inclusion of around 220 persons with disabilities; more specifically:
  - work with the women and social affairs ministry to give them cash grants, vocational training and/or other support for pursuing livelihoods (see also Civilians)
  - provide the Ethiopian Wheelchair Basketball Association with technical, material or other assistance for maintaining local teams and enabling them to compete in tournaments
  - help the Federation of Ethiopian Associations of Persons with Disabilities to organize events to mark the International Day of Persons with Disabilities

**ACTORS OF INFLUENCE**

**Objective:** National and local authorities, security forces, and traditional/community leaders understand and respect IHL and other basic rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media, academics and others capable of shaping opinion help foster awareness of humanitarian issues and IHL among all those concerned and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work.

**Fostering acceptance for the Movement’s work**

Dialogue with authorities, weapon bearers and communities has enabled the ICRC to remain one of the few humanitarian actors to maintain access to Tigray, western Oromia and other violence-affected areas of the country. It will continue to strengthen its engagement with these stakeholders – emphasizing its neutral, impartial and independent approach to humanitarian work – with a view to increasing acceptance for its activities and ensuring safe and unimpeded access to people in areas most affected by conflict or other violence. Together with the Ethiopian Red Cross Society, the ICRC will undertake various communication campaigns to broaden acceptance for the Movement’s activities, and to promote protection for violence-affected people by raising awareness of the need to safeguard health personnel, facilities and vehicles – particularly ambulances – and of the concerns of IDPs and victims/survivors of sexual violence. The National Society will also be given support for its own public-communication efforts.

**Advocating respect for IHL and other applicable norms among weapon bearers**

The ICRC will continue to engage with military and police personnel, including those bound for peacekeeping missions elsewhere, and will work to strengthen its dialogue with members of armed groups and other weapon bearers, to advance their understanding of IHL, international human rights law and other applicable norms and standards – particularly those governing the most pressing protection-related concerns of violence-affected people – with a view to fostering respect for them. It will engage with officials at local, regional and federal levels, including judicial authorities, on integrating IHL and other pertinent norms more fully into weapon bearers’ doctrine, training, practice and mechanisms for compliance and accountability.

**Promoting legislative measures to address humanitarian concerns**

The ICRC will engage lawmakers and the justice, defence, foreign and other ministries in dialogue to promote, and subsequently support, the adoption or reinforcement of legislative and other measures that aim to strengthen protection for people affected by conflict or other violence and alleviate their suffering. It will continue to urge them to implement the 1949 Geneva Conventions, their 1977 Additional Protocols and the African Union Convention on IDPs, and to ratify the Convention on Certain Conventional Weapons and the Second Protocol to the Hague Convention on Cultural Property. Together with the National Society, it will engage with these officials and other stakeholders – the health ministry, the military and the disaster-management authorities – on drafting and passing a law on the emblems protected under IHL, with a view to addressing and preventing the widespread violence against health workers and facilities. The ICRC will also draw attention to the necessity of preventing and addressing violations of IHL – particularly sexual violence – respecting judicial guarantees, and ascertaining the fate and whereabouts of missing people. It will advocate the creation of a national IHL committee to support the government’s efforts to strengthen respect for IHL.

As academics often influence or advise the national authorities, or serve as decision makers themselves, the ICRC will continue to help students and professors add to their knowledge of IHL, particularly by working with and assisting the IHL clinic established with ICRC support at Addis Ababa University (AAU). The ICRC will also gather information on national practices related to respect for IHL, for inclusion in the ICRC’s study on customary IHL.

**PLAN OF ACTION AND INDICATORS**

**P** organize dissemination sessions, training – including train-the-trainer sessions – and workshops on IHL, international human rights law and/or other applicable norms for personnel from the military (including legal advisers), police, security forces, armed groups, the justice and defence ministries, and others

**P** hold briefings, training sessions or workshops for judicial and legal officials, lawmakers, personnel from pertinent

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
government ministries and others on IHL, IHL–related treaties and other related subjects; sponsor government officials to attend a seminar outside Ethiopia on domestic implementation of IHL; publish a handbook on IHL for parliamentarians

enable students and academics to participate in ICRC events on IHL, such as moot court competitions, in Ethiopia and elsewhere; give the IHL clinic at the AAU technical and other support for producing informational materials on IHL

organize information sessions or produce radio spots, on the ICRC’s mission and its activities, for regional and local authorities, weapon bearers – including members of armed groups – religious/traditional leaders and communities

conduct communication campaigns, produce content for traditional and social media, and share information – through press conferences, printed materials or field trips – with members of the local and international media, on the humanitarian situation in Ethiopia, other issues of concern, and the response of the ICRC and the wider Movement

SUPPORT FOR THE NATIONAL SOCIETY

give the National Society training, and technical and financial support, for carrying out public-communication initiatives both online and in communities; sponsor its legal adviser to attend a meeting of experts outside Ethiopia

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Ethiopian Red Cross Society is able to provide assistance during armed conflict or other violence. It is effective in restoring family links and in promoting IHL and the Movement’s Fundamental Principles. The activities of all components of the Movement are coordinated.

The National Society has a countrywide presence and is well placed to assist, in partnership with the ICRC and other Movement components, people affected by violence and migrants, including refugees. The ICRC will continue to support the National Society’s response to people’s needs, focusing on these areas: family–links services; emergency preparedness and response; community engagement; assessing and responding to the specific needs and protection–related concerns of violence–affected people; and public communication. The ICRC will also help the National Society strengthen its organizational capabilities, by giving it support for ensuring the safety of its personnel in the field, especially ambulance teams and others providing health care, in line with the Safer Access Framework; covering salaries, office expenses and ambulance maintenance; donating relief supplies and vehicles for the National Society’s own activities; and advising the National Society in managing volunteers and finances. Together with the National Society, the ICRC will co–convene mechanisms to coordinate work and facilitate information–sharing among Movement components working in the country, in order to strengthen the Movement’s collective response.

PLAN OF ACTION AND INDICATORS

give the National Society financial, material, infrastructural and other support for its humanitarian activities – such as providing ambulance services and relief aid, and running Red Cross youth clubs – and for covering operating costs and staff salaries; hold workshops and training sessions for National Society staff, trainers and volunteers

support and take part in the Movement’s coordination mechanisms at strategic, operational and technical levels; enable National Society representatives to attend Movement meetings or workshops outside Ethiopia
KAMPALA (REGIONAL)

COVERING: Burundi, Rwanda, Uganda

 Present in Rwanda since 1960, in Burundi since 1962, and in Uganda since 1979, the ICRC established a regional delegation based in Kampala, Uganda, in 2021. It helps people separated from their families – owing to armed conflict or other violence, natural or man-made disasters, or migration – to contact their relatives. It visits detainees in Burundi and Uganda and works with the authorities to ensure that detainees’ treatment and living conditions meet internationally recognized standards. The ICRC promotes IHL among the region’s authorities, military and security forces and civil society, and supports the development of the National Societies.

BUDGET IN KCHF

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PERSONNEL

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ASSISTANCE TARGETS

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<td><strong>CIVILIANS</strong></td>
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<td>Food consumption</td>
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<td><strong>WATER AND HABITAT</strong></td>
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<td>Water and habitat activities</td>
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<td><strong>HEALTH</strong></td>
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<td><strong>PEOPLE DEPRIVED OF THEIR FREEDOM</strong></td>
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<td>Water and habitat activities</td>
<td>9,000 people</td>
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<td><strong>WOUNDED AND SICK</strong></td>
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<td>Projects supported</td>
<td>7 projects</td>
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Rwanda, Gisenyi. Players with physical disabilities participate in sports activities such as amputee football tournaments, with support from the ICRC.

Rwanda, Kigali. Players with physical disabilities participate in sports activities such as amputee football tournaments, with support from the ICRC.
SITUATION

- Burundi, Rwanda and Uganda continue to host people fleeing armed conflict or other situations of violence in neighbouring countries. There are reportedly 1.5 million refugees in Uganda, mostly from the Democratic Republic of the Congo (hereafter DRC) and South Sudan. Burundi continues to host refugees, mostly from the DRC. At the same time, there are hundreds of thousands of Burundians in neighbouring countries, but some have returned or been voluntarily repatriated to Burundi. People from Burundi and the DRC continue to seek refuge in Rwanda; Libyan refugees and asylum seekers passing through Rwanda are housed in a transit camp.
- Land disputes in western and northern Uganda remain unresolved. Epidemics – such as an outbreak of Ebola in September 2022 – continue to blight people’s lives. Natural disasters occur frequently in the region.
- Burundi, Rwanda and Uganda continue to struggle with the combined effects of the COVID-19 pandemic, rise in commodity prices, disruption of supply chains, and shortages of water, fuel, and electricity.

HUMANITARIAN CONCERNS

- Unaccompanied minors and other members of families dispersed by armed conflict or other violence, migration or natural disasters need help to restore contact with their families or locate relatives. For some unaccompanied minors, including those formerly associated with weapon bearers, rejoining their families or communities is complicated by socio-economic and safety concerns.
- In Burundi and Uganda, detainees are held in overcrowded places of detention; the situation is exacerbated by delays in judicial processes. Inadequate water and sanitation facilities, and gaps in the provision of health care, make detainees susceptible to disease. Many detainees cannot notify their families of their incarceration or whereabouts.
- The dire state of the economy makes daily life a struggle for many Burundians; people displaced by past violence, returnees, and residents of host communities are especially affected. Health services are overstretched everywhere in Burundi, and only a few facilities offer specialized care such as mental-health and psychosocial support.
- In Rwanda, because of the costs involved, physical rehabilitation is not available to everyone who needs it; efforts to strengthen these services are hindered by the dearth of qualified personnel and shortages of supplies and equipment.
- National agencies and forensic professionals in Rwanda are making efforts to strengthen their capacities in the management of human remains – in order to prevent disappearances, especially after mass-casualty incidents – but often find obstacles in their way.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- Strengthen engagement with authorities, weapon bearers and influential actors to foster respect for IHL and international human rights law; pursue dialogue with them, particularly on the protection of civilians, paying close attention to unaccompanied minors, and the safe delivery of humanitarian aid;
- Provide family-links services to members of families dispersed by armed conflict or other violence, migration or natural disasters; monitor and follow up the concerns of vulnerable people, especially unaccompanied minors;
- In Burundi and Uganda, visit people deprived of their freedom to check on their well-being; help detaining authorities ensure that detainees’ treatment and living conditions meet internationally recognized standards;
- In Rwanda, provide good-quality physical rehabilitation services to persons with disabilities, and develop local forensic capacities, with a view to preventing disappearances; offer mental-health and psychosocial support to victims/survivors of violence in Burundi; and
- Help the National Societies in Burundi, Rwanda and Uganda to develop their operational capacities, particularly in restoring family links, emergency response, public communication, and coordination with Movement partners; continue joint efforts with the National Societies in the region to cultivate acceptance for the Movement’s work.
**ICRC ACTION**

**CIVILIANS**

Objective: People separated from their families – during armed conflict or other violence, natural or man-made disasters, or migration – restore or maintain contact with their relatives or learn their fate. Separated children are reunited with their families, when appropriate, and/or sustainable solutions are found for ensuring their protection and well-being.

Safeguarding the welfare of civilians

The ICRC will continue to pay close attention to the needs of unaccompanied minors and separated children, including those formerly associated with weapon bearers. It will follow up their cases with the authorities concerned; when necessary, it will refer them to organizations with programmes in protection–related matters, and in counselling and other pertinent services. When appropriate, the ICRC will help reuniite them with their relatives, and facilitate and monitor their social reintegration. It will urge the authorities and others to find long–term solutions for children whose families cannot be located.

Whenever possible, the ICRC will remind the authorities and weapon bearers in Burundi, Rwanda and Uganda of their obligations under IHL, international human rights law and other applicable norms to protect civilians and ensure access to health care and other essential services. It will seek to communicate to them the importance of abiding by law enforcement standards, particularly in connection with the use of force. In Uganda, the ICRC will discuss documented allegations of unlawful conduct – if any – confidentially with authorities and weapon bearers.

Reconnecting members of separated families

The ICRC, together with the National Societies in Burundi, Rwanda and Uganda, will provide family–links services for people separated from their relatives by armed conflict or other violence, detention, or natural disasters. It will reiterate to the authorities and other actors the necessity of preventing disappearances and of ascertaining the fate of missing people and informing their families; and the importance of addressing the needs of missing people’s families.

National Society staff and volunteers in Burundi, Rwanda and Uganda will be given training and other support for developing their ability to deliver family–links services, especially during emergencies, and identifying the risks faced by refugees, particularly unaccompanied minors. They will be given support to ensure that their activities are carried out in line with the Movement’s standards for protecting personal data.

The ICRC will communicate regularly with the authorities, Movement partners – including the National Societies in Burundi, Rwanda and Uganda – and others to ensure that restoration of family links is incorporated in emergency response plans throughout the region. It will seek to reinforce coordination and referral mechanisms with and among these parties.

The ICRC will continue to engage refugees and community leaders to understand their needs more fully and respond effectively to them. It will broaden awareness of the Movement’s family–links services among refugees and the authorities, and among other humanitarian organizations and stakeholders.

**Strengthening capacities in managing and identifying human remains**

The ICRC will continue to make its expertise available to forensic professionals, the agencies concerned, and other emergency responders in Rwanda, with the aim of preventing disappearances and developing a sustainable set of procedures or processes for managing and identifying human remains, especially after mass–casualty incidents and other emergencies, and in line with internationally accepted standards.

**Responding to immediate needs**

The ICRC will monitor food security in Burundi, in order to draft a contingency plan for delivering emergency response. It will renew its agreement with the WFP to improve people’s access to food and help them deal with a food–security crisis linked to rising prices of basic commodities, should such a crisis develop. It will concentrate its activities in areas with displaced households, returnees, and/or vulnerable residents.

In Uganda, the ICRC will give water authorities support to ensure that water and sanitation facilities are available to refugees and host communities, especially during emergencies.

**Ensuring access to good–quality health services for vulnerable people**

In Burundi, the ICRC, in coordination with the health ministry, will help ensure that six primary–health–care centres across the country are capable of providing good–quality preventive and curative health care, and mental–health and psychosocial support, in accordance with international standards. Victims/survivors of violence, including sexual violence, will be given holistic care at these facilities, in confidence and with due regard for their privacy. They will be referred to organizations or facilities that can provide advanced treatment, temporary shelter or legal assistance.

The ICRC will maintain its support – through internships at ICRC–supported health centres – for students from a Burundian university who are being trained in psychological care.

**PLAN OF ACTION AND INDICATORS**

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- continue to document the risks faced by refugees in Uganda, paying close attention to the concerns of unaccompanied minors; raise awareness of their needs among authorities and other humanitarian organizations
- facilitate or contribute to dialogue on IHL and other applicable norms, and related topics, for the authorities and weapon bearers
make oral and/or written representations to authorities and weapon bearers, as necessary

PROTECTION OF FAMILY LINKS
With the National Societies:
- provide family-links services – RCMs and phone calls – and use photographs to trace people separated from their relatives
- organize discussions with and among various stakeholders on ensuring the provision of family-links services – particularly during emergencies – and on improving these services (e.g. by observing best practices in data protection)
- register and follow up cases of unaccompanied minors and other vulnerable people with the authorities and organizations concerned; locate their relatives and, when appropriate, facilitate their repatriation and/or their reunion with their families; when necessary and appropriate, refer them to organizations that can meet their needs; make follow-up visits to monitor the situation of people who have been reunited with their families
- monitor the needs of missing people’s families, and refer them to organizations that can meet their needs
- in Uganda, at the request of embassies or the UNHCR, issue travel documents for refugees planning to resettle in a third country; facilitate access to other official documents in coordination with other actors
- ensure availability of toll-free hotlines that refugees can call to use the Movement’s family-links services and/or give their views and suggestions in this regard
- publicize the Movement’s family-links services through information sessions at refugee camps, radio announcements, leaflets, social media and other means, and during meetings with other actors

FORENSICS
- organize and/or sponsor or participate in meetings, workshops and training – on issues of humanitarian forensics, including dignified management of the dead and families’ right to know the fate of missing relatives – for government officials and forensics professionals in Rwanda
- provide expert advice for the drafting of standard procedures and guidelines – by national agencies – for managing and identifying human remains; lend such advice also for the incorporation of these procedures and guidelines in the national disaster-management plan; give material support to trained emergency responders

ECONOMIC SECURITY

Food consumption
6,000 people

With the National Society in Burundi:
- distribute food for up to 6,000 people (1,000 households) – returnees, vulnerable residents and displaced people – to help improve their diet in the event of a crisis

WATER AND HABITAT

Water and habitat activities
42,500 people

- renovate or construct facilities at four ICRC-supported health centres in Burundi
- give local water authorities the resources they need to provide water and sanitation services to some 40,000 people in Uganda, especially during emergencies

HEALTH

Health centres supported
6 structures

With the National Society in Burundi:
- provide funds, medical supplies and equipment for six primary-health-care centres in Burundi, where victims of violence, including victims/survivors of sexual violence, can obtain treatment and mental-health and psychosocial support; when necessary, refer patients for specialized treatment or to pertinent social services
- organize training for health personnel, including staff at the six centres mentioned above, in caring for victims of violence, and in identifying those who need specialized treatment and referring them to other facilities
- make training in psychological care available to some 150 students from a Burundian university

SUPPORT FOR THE NATIONAL SOCIETIES

- provide the National Societies in Burundi, Rwanda and Uganda with technical, material and financial support, and training, to develop their ability to respond to emergencies, publicize and deliver family-links services, including during emergencies, and get people’s feedback on the services provided to them

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that comply with domestic law and meet internationally recognized standards. Their judicial guarantees are respected. They are able to maintain contact with their relatives.

Helping the authorities in Burundi and Uganda to meet internationally recognized standards for detention

The ICRC will visit detainees in accordance with its standard procedures, to monitor their treatment and living conditions. It will pay close attention to people held for security reasons and people with specific needs – women, foreigners, and minors – some of whom had been associated with armed groups. Findings from these visits, and recommendations whenever necessary, will be discussed confidentially with the detaining authorities, to help them ensure that detainees’ treatment and living conditions meet internationally recognized standards. The ICRC will continue to seek access to all detainees within its purview. It will seek to discuss specific issues with the relevant authorities, to help them ensure that detainees’ treatment and living conditions meet internationally recognized standards.
authorities, such as: respect for detainees’ rights, protection of detained minors, prevention of disappearances, the needs of detainees’ families and, when appropriate, management of the dead.

It will urge detaining authorities to take steps to improve the treatment of detainees, especially during the initial stages of detention. The ICRC will mobilize the pertinent Burundian authorities to address overcrowding and its consequences in places of detention. It will encourage judicial authorities to take action on cases of pre-trial detention exceeding the prescribed legal limit.

The ICRC will remind the authorities that they must ensure that detainees and their families can stay in touch, and must inform detainees’ families of any change in their relatives’ condition or legal status. The Movement’s family-links services will enable detainees to maintain contact with their relatives, including through family visits.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- **P** visit detainees in Burundi and Uganda and monitor their treatment and living conditions; communicate findings and recommendations confidentially to the authorities concerned; have regular discussions with the pertinent authorities on improving detention conditions, and on the necessity of respecting judicial guarantees and the principle of *non-refoulement*

- **P** offer phone calls, RCMs, and other family-links services to detainees in Burundi and Uganda; if possible, arrange family visits for them; at the request of foreign detainees, notify their consular representatives or the UNHCR of their detention; in Uganda, cover transportation costs for released detainees returning home

**BURUNDI**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- **P** through dialogue and/or by other means, persuade the pertinent authorities to take steps to reduce overcrowding in prisons; urge them to expedite judicial proceedings

- **P** meet with detaining authorities to discuss prison management

**HEALTH**

- **A** provide detaining authorities with material and technical support for ICRC-assisted prison clinics or government health facilities

- **A** with the authorities concerned, monitor malnutrition at selected prisons; if necessary, give prison staff material support to deal with shortages of medicine and/or food

- **A** organize training for health staff and social workers in tending to malnourished detainees; sponsor health and justice ministry officials to attend training in health-care provision in prisons

- **A** with the authorities concerned, promote good hygiene practices in prisons through information sessions and other means

**WATER AND HABITAT**

<table>
<thead>
<tr>
<th>Water and habitat activities</th>
<th>9,000 people</th>
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- **A** provide detaining authorities with material and technical support for maintaining and repairing infrastructure, carrying out projects to improve the water, sanitation and ventilation systems at selected prisons, and distributing hygiene items to detainees; these efforts should benefit 9,000 detainees in all

**WOUNDED AND SICK**

**Objective:** Persons with disabilities have sustainable access to good-quality rehabilitation services and assistive devices.

**Making physical rehabilitation more widely available in Rwanda**

The ICRC will continue to work with the authorities and other actors in Rwanda’s physical rehabilitation sector to improve the accessibility and quality of rehabilitation services. It will give three physical rehabilitation centres the necessary supplies, equipment and training, and work with a civil-society organization for disabled people to improve coordination when referring patients to the centres. It will seek to help advance the social inclusion of disabled people by providing training in career development for them and by supporting disability sports. It will enable physical rehabilitation professionals to obtain relevant training and students to continue their studies in physiotherapy, prosthetics and orthotics.

The ICRC will continue to support pertinent stakeholders, such as health ministry officials, and representatives from the national biomedical centre and a multisectoral technical working group to develop and implement a national strategy for physical rehabilitation.

**PLAN OF ACTION AND INDICATORS**

**RWANDA**

**PHYSICAL REHABILITATION**

| Projects supported | 7 projects |

- **A** provide supplies, equipment, and staff training for three physical rehabilitation centres, to benefit some 4,000 persons with disabilities; cover expenses for insurance and transportation for some of the most vulnerable patients; offer training in career development, and provide cash grants for starting small businesses, to some patients

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
help a civil-society organization for disabled people ensure that people in need of services are referred to the centres

give the national paralympic committee and two sports organizations the support necessary to organize and promote wheelchair–basketball and amputee–football tournaments and make repairs at sports grounds; donate crutches, wheelchairs, jerseys and sports equipment to the committee; offer a workshop on career development for people working in disability sports; all this should benefit 296 persons with disabilities, coaches and referees

work with university instructors to continue offering diploma courses and establish a degree programme in prosthetics and orthotics; sponsor some students to complete diploma courses in prosthetics/orthotics; assist prosthetists/orthotists, physiotherapists and others, to attend or organize specialized training courses and conferences

provide expert guidance to health ministry officials, personnel from the national biomedical centre and members of a technical working group for developing and implementing a national plan for the physical rehabilitation sector

**ACTORS OF INFLUENCE**

**Objective:** The authorities, and the security forces and other weapon bearers, understand and respect IHL and other applicable norms protecting people during armed conflict or other violence, and incorporate them in their operational planning and decision-making. The media, religious and community leaders, and academics help foster awareness of IHL and humanitarian issues among all parties concerned and the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

**Strengthening acceptance for IHL and the ICRC’s work**

The ICRC will continue to broaden awareness and advance understanding of its mission and activities, and of IHL and other applicable law, among authorities and military and security forces personnel in the region. It will seek to secure their support for its work, particularly its efforts to assist people affected by violence and others who are especially vulnerable, such as unaccompanied minors. It will engage national and regional authorities, decision makers, and other influential parties even more closely on current and emerging humanitarian issues relevant to the region – such as preventing family separation and disappearances, and protecting children, including those previously associated with armed groups. It will do so with a view to shaping their response – through humanitarian policies or direct action – to these issues.

The ICRC will continue to provide military and security forces in the region with support for integrating IHL and international human rights law – especially provisions concerning the conduct of hostilities and law enforcement operations – and/or other applicable norms and standards into their training, decision-making, and operational planning.

The ICRC will publicize its work, and that of the National Societies in Burundi, Rwanda and Uganda, through various means. It will maintain regular contact with members of the judiciary, religious leaders, journalists, academics, researchers, and other influential actors, in order to keep them abreast of the Movement’s activities and of issues and developments of humanitarian concern throughout the region.

Universities in the region – from which the army, police and prison services draw most of their officers – will be encouraged to take an interest in IHL, through joint activities with the ICRC. Academic instructors, government prosecutors, and military magistrates will be able to add to their knowledge of IHL through events organized or supported by the ICRC.

The ICRC will seek closer engagement with the people it is assisting, with a view to understanding their needs more fully and learning what they think of its activities. This will help the ICRC to adapt its activities or plan its responses to match people’s needs and concerns more accurately.

**Promoting implementation of IHL and IHL-related treaties**

The ICRC will continue to advocate the ratification and/or implementation of IHL and IHL-related treaties, and offer the national authorities support to these ends.

It will urge Rwandan and Ugandan authorities to advance ratification of the Arms Trade Treaty, and will urge lawmakers in Burundi to adopt and implement a law on the emblems protected under IHL.

**PLAN OF ACTION AND INDICATORS**

- **Conduct, sponsor or help organize dissemination sessions, meetings and workshops on IHL, international human rights law, and the ICRC’s work, for government authorities and military and security forces personnel, including troops bound for peacekeeping missions**

- **Engage with journalists, members of the judiciary, academics, and Islamic scholars – through workshops and meetings; arrange courses and events, such as moot court competitions, for students and teachers**

- **Monitor mechanisms that collect views and suggestions from recipients of ICRC assistance**

**SUPPORT FOR THE NATIONAL SOCIETIES**

- **Give the National Societies in Burundi, Rwanda and Uganda material, financial and technical support, and training, to expand their capacities in creating and disseminating content for traditional and online media, and conducting communication campaigns to publicize the Movement’s work**

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The National Societies in the region have strong legal bases for independent action. They are able to carry out their core activities effectively. The activities of all components of the Movement are coordinated.
The ICRC will continue to give the National Societies in Burundi, Rwanda and Uganda support for addressing the needs of people affected by violence and other crises. It will help expand their operational capacities, particularly in restoring family links, responding to emergencies, assisting unaccompanied minors and/or separated children (see Civilians), and fostering awareness of and support for the Movement’s activities (see Actors of influence).

The ICRC will endeavour to foster coordination among Movement components and prevent duplication of effort.

**PLAN OF ACTION AND INDICATORS**

- provide the National Societies in Burundi, Rwanda and Uganda with technical, material, financial and other support to develop their capacities – particularly in emergency response – and incorporate elements of the Safer Access Framework in their activities
- conduct or sponsor workshops, meetings and other events for National Society personnel
- sign new partnership agreements with the National Societies in the region or update existing agreements
- promote coordination among Movement partners in the region; periodically participate in meetings to this end
The ICRC opened a delegation in Libya in 2011 after social unrest escalated into armed conflict. It promotes respect for IHL and works to respond to the needs of violence-affected people in terms of essential services, livelihood support, family contact and medical care. It visits people detained in relation to past and ongoing violence. It provides forensic authorities with technical advice. It works closely with the Libyan Red Crescent and supports it in developing its capacities.

Cash grants from the ICRC help vulnerable households to start their own businesses and support their families.

<table>
<thead>
<tr>
<th>BUDGET IN KCHF</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection</td>
<td>7,343</td>
</tr>
<tr>
<td>Assistance</td>
<td>40,119</td>
</tr>
<tr>
<td>Prevention</td>
<td>3,459</td>
</tr>
<tr>
<td>Cooperation with National Societies</td>
<td>3,585</td>
</tr>
<tr>
<td>General</td>
<td>183</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>54,688</td>
</tr>
<tr>
<td>Of which: Overheads</td>
<td>3,338</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>74</td>
</tr>
<tr>
<td>Resident staff</td>
<td>403</td>
</tr>
</tbody>
</table>

**ASSISTANCE TARGETS**

**CIVILIANS**

**ECONOMIC SECURITY**

- Food consumption 78,300 people
- Income support 19,200 people
- Living conditions 80,700 people
- Capacity-building 300 people

**WATER AND HABITAT**

- Water and habitat activities 1,062,230 people

**HEALTH**

- Health centres supported 36 structures

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**WATER AND HABITAT**

- Water and habitat activities 1,200 people

**WOUNDED AND SICK**

**MEDICAL CARE**

- Hospitals supported 26 structures

**PHYSICAL REHABILITATION**

- Projects supported 5 projects

**WATER AND HABITAT**

- Water and habitat activities 3 structures
SITUATION

- The security situation in Libya remains volatile. General and parliamentary elections, initially scheduled for December 2021, have been postponed indefinitely, and a second transitional government was established during the first half of 2022. This exacerbated the tensions between competing government bodies and their armed supporters.
- Clashes between armed groups continue to take place in Tripoli and the surrounding areas; they intensified in mid-2022, causing civilian injuries and casualties, damaging civilian infrastructure and affecting the provision of essential services.
- The Islamic State group launches attacks, sporadically, on checkpoints and against military officers in southern Libya.
- Communal violence and crime persist, especially in the south.
- Libya is a transit and destination country for migrants from other parts of Africa, and from the Middle East and South-East Asia.

HUMANITARIAN CONCERNS

- The consequences of past and other kinds of ongoing violence continue to make life perilous and difficult for people throughout the country.
- Thousands of displaced families have returned to relatively calmer areas of Tripoli and other places in Libya – many of them to looted or destroyed property, and with no means to pursue livelihood activities. However, thousands of others displaced by past hostilities have not returned, or are unable to return, to their places of origin.
- IDPs, returnees and residents struggle to buy basic necessities, pay rent or make repairs to their damaged houses, owing to inflation and a lack of employment opportunities. The presence of mines and explosive remnants of war (ERW) threatens people’s safety and hampers humanitarian work activities.
- Essential infrastructure, which is mostly centralized, is damaged during outbreaks of violence or is poorly maintained, limiting the availability of water and electricity, which affects the provision of other services and adds to people’s difficulties. Health and other service providers struggle to meet demand and are not always accessible to those who need it.
- Members of families dispersed by conflict, migration, detention or other circumstances are often unable to maintain contact. Some of them continue to wait for news of relatives that went missing in connection with the hostilities.
- Migrants suffer from widespread abuse and loss of contact with their families, and many are arrested and held in facilities that lack basic services. Migrants crossing the Mediterranean Sea are periodically involved in deadly accidents; the remains of those who have died along their journey are seldom properly documented or identified after recovery, if their remains are ever recovered.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- broaden acceptance for neutral, impartial and independent humanitarian action, and strengthen respect for IHL, with a view to gaining safe access to violence-affected communities and implementing more sustainable responses that match their needs;
- reinforce support for IDPs, returnees and residents to build their resilience to the effects of chronic violence and respond to their immediate needs in the event of emergencies; address their protection-related concerns, including their need for family contact or news of their relatives;
- back the efforts of local authorities and service providers to ensure the continuous and sustainable provision of essential services, particularly health care, water and sanitation; raise awareness, among communities and the authorities, of the effects of weapon contamination and mitigation measures against it;
- seek access to all detainees within its purview; work with detaining and other authorities to ensure that the treatment and living conditions of detainees, including access to essential services, meet internationally recognized standards; and
- maintain comprehensive support for the Libyan Red Crescent, for strengthening its institutional and operational capacities, and foster effective coordination with them and other Movement partners to address humanitarian needs.

The ICRC will continue to consolidate its presence and its capacities in Libya, while also retaining a support office in Tunis, Tunisia.
**ICRC ACTION**

**CIVILIANS**

Objective: Civilians are respected and protected in accordance with applicable law; those affected by violence can meet their basic needs and restore their livelihoods. Members of dispersed families, including migrants, are able to stay in touch. Human remains are managed properly.

Ensuring protection for people affected by armed conflict and other situations of violence

The ICRC will continue to respond to the protection-related concerns of people affected by violence and reinforce its efforts to help boost their resilience. It will engage the authorities and weapon bearers in dialogue on the necessity of respecting humanitarian principles and IHL and other applicable law. It will draw attention to such issues as: the lawful conduct of hostilities and the use of force; the protection due to civilians and civilian infrastructure, and to health-care workers and facilities; and the necessity of ensuring safe access to essential services and humanitarian aid. The ICRC will monitor and document the specific concerns of IDPs and returnees, and raise them with the pertinent authorities. It will continue to monitor the situation of migrants in Libya and keep up its dialogue with the relevant authorities and other key actors — such as selected European Union institutions and member states — on the risks that migrants face, and the humanitarian consequences of certain policies concerning migration routes in Libya and in the Mediterranean Sea. It will include these issues in its public-communication initiatives (see Actors of influence), as appropriate.

The ICRC will strive, through various means, to learn more about the protection-related concerns of IDPs, returnees, and other violence-affected people, and help them be aware of its services. It will continue to operate a community contact centre (see Actors of influence) through which people can let the ICRC know what they think of its work in their behalf. The ICRC will work with communities to better understand their vulnerabilities and risks to their lives and livelihoods, and seek to implement projects that mitigate these risks, such as helping to restore essential infrastructure and reinforcing their access to basic services.

Helping people to restore contact with relatives or ascertain their fate

Together with Movement partners, the ICRC will seek to extend the reach of its family-links services, to help members of families dispersed by conflict or other violence, detention or migration to contact one another or reunite, where appropriate. The ICRC will reinforce its tracing and other activities to help resolve missing-persons cases; it will continue to coordinate and exchange information with other humanitarian organizations involved in similar efforts. Acting as a neutral intermediary, it will continue to engage the authorities concerned on ways to ensure that families are able to obtain news of their missing relatives and receive the assistance they need. The ICRC will also urge the authorities to adopt measures to prevent disappearances during migration, and during outbreaks of violence, disasters or other emergencies. An assessment of the needs of missing people’s families will be carried out. Its findings will be shared with the authorities in order to develop a comprehensive plan to help these families cope with their uncertainty about the fate of their loved ones. The ICRC will also set up a referral system to enable easier access to services for missing people’s families.

The ICRC will continue to promote proper management of human remains with a view to increasing the likelihood of future identification. It will provide authorities, and forensic staff and professionals, with training, and material and technical support, to develop policies and procedures for managing human remains, including the remains of people confirmed or suspected to have died of COVID-19 or in accidents at sea. It will continue to work with the authorities to identify gaps in current medico-legal frameworks and help them develop measures to strengthen coordination within Libya’s medico-legal system.

Responding to emergency needs and strengthening resilience to the effects of violence

Together with the Libyan Red Crescent and other local actors, the ICRC will seek to respond to the immediate needs of people affected by an escalation of conflict and other violence. It will distribute relief aid, such as essential household items, to enable people to cope with sudden displacement and other emergencies. Where markets are accessible, it will provide vouchers and prepaid cards for buying food and other goods. The ICRC will maintain its assistance activities in areas with large numbers of returnees, and will seek to help strengthen returnees’ resilience to the effects of violence and other hardship. Returnee households — including those headed by widows or persons with disabilities — will receive support to help them meet their daily needs and improve their living conditions. Other vulnerable returnee households will be given cash and/or material aid to become more self-sufficient — for instance, through farming and other livelihood activities. The ICRC will also carry out small-scale capacity-building activities among local officials and extend financial support to the agriculture ministry, for programmes that help people start farming activities or learn vocational skills. Where possible, the ICRC will support the reopening of some schools whose operations were disrupted by past fighting, and distribute school items to children of vulnerable families.

Efforts to minimize the impact of disruptions to essential services will be kept up, particularly in areas with large numbers of IDPs and returnees. The ICRC will provide the authorities with technical and material support to ensure the proper functioning of water and other key infrastructure, including an irrigation system to help farming households grow their crops. Where necessary, it will carry out repairs itself, for example, on water systems that are heavily damaged or about to collapse. It will continue to offer capacity-building opportunities to water and electricity authorities and technicians.

The ICRC will continue to support health facilities in monitoring and providing suitable care for violence-affected communities — including mother-and-child care, reproductive-health care, and treatment of diabetes and other common chronic diseases — through training and workshops. For instance, the ICRC will train health staff to use ALMANACH (Algorithm for
the Management of Acute Childhood Illnesses), an application
that helps enhance care for children under the age of five.
The ICRC will seek to gradually reduce its direct assistance
to primary-health-centres as it shifts its focus to reinforcing
the authorities’ efforts on developing long-term sustainability
of health services. ICRC-trained National Society staff will
conduct awareness-raising sessions on non-communicable
diseases, and promote good nutrition and health practices. The
ICRC will also continue to enable the National Society to send
mobile health units to places where there are no health centres,
in order to tend to civilians, particularly in areas hosting IDPs
and returnees.

Together with the National Society, the ICRC will broaden
awareness of mine risks, and promote safe practices around
mines/ERW, among the people affected and those working
to help them. It will also help the local authorities build
their capacities in addressing the consequences of weapon
contamination.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- monitor the situation in violence-affected areas;
document protection-related concerns and, when
appropriate, raise them with the pertinent authorities
during bilateral discussions and through oral and/or
written representations

- discuss, with the relevant authorities, and conduct
training for them on international policing standards,
particularly for the use of force during law enforcement
operations, and pertinent norms (see Actors of influence)

**PROTECTION OF FAMILY LINKS**

- issue and/or convey official documents (e.g. attestations
of detention, travel documents) at the request of people
who need them

- engage the authorities and others in dialogue on
ascertaining the fate of missing people; and implementing
measures for preventing disappearances and family
separations, including among migrants; enable some of
them to attend regional events discussing these matters

- acting as a neutral intermediary, conduct discussions with
the pertinent authorities on measures to provide missing
people’s families with answers on the fate or whereabouts
of their relatives, and measures to address these families’
needs

- inform missing people’s families of developments in the
search for their relatives and assess their needs; set up
referral pathways for them to suitable service providers;
help organize events to mark the International Day of
the Disappeared

With the National Society:

- offer RCMs, phone calls, tracing, and other family-links
services, in line with pertinent data-protection standards,
to members of dispersed families, including migrants

- serve as a neutral intermediary in helping the authorities
to repatriate unaccompanied minors and other vulnerable
people or reunite them with their families; where
appropriate, carry out these activities directly

- where needed, provide material and financial assistance to
minors awaiting reunification and the families fostering
them

**FORENSICS**

- organize round tables, workshops and training sessions to
help the authorities to draft plans for dealing with mass
casualties, develop standard forensic procedures, set up a
mechanism for transferring human remains, and manage
ante/post-mortem data; urge the pertinent authorities to
adopt or update medico-legal frameworks in this regard

- at the request of the parties concerned, serve as a neutral
intermediary in transferring human remains

- where needed, donate body bags, personal protective
equipment (PPE) and informational materials to forensic
institutions; provide material and/or technical support
for reconstructing morgues and cemeteries (see Wounded
and sick)

With the National Society:

- hold dissemination sessions and other events, for the
pertinent authorities and members of civil society, on best
practices in managing and identifying human remains and
on applicable legal frameworks

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Food production</th>
</tr>
</thead>
<tbody>
<tr>
<td>78,300 people</td>
<td>900 people</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income support</th>
<th>Living conditions</th>
<th>Capacity-building</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,200 people</td>
<td>80,700 people</td>
<td>300 people</td>
</tr>
</tbody>
</table>

With the National Society:

- distribute food – or vouchers or prepaid cards to buy food
  – to up to 12,000 households (78,300 people)

- provide 150 returnee households (900 people) with seed
  and tools to start farming and produce their own food

- help ease the living conditions of 13,450 vulnerable
  households (80,700 people) by distributing: essential
  household items; school kits for children; and materials
to repair houses or cash for buying these (see also Water
and habitat)

- give up to 3,200 households (supporting some 19,200
  people in all) cash for covering basic expenses or starting
income-earning activities

- provide cash grants, equipment and/or technical
  support to the agriculture ministry and local officials for
implementing capacity-building initiatives that benefit
around 300 vulnerable people
**WATER AND HABITAT**

Work with local authorities to ensure the provision of essential services for up to 1,062,230 people; more specifically:

- Donate spare parts, tools and equipment (e.g. generators) to water-service providers, organize training sessions for their technicians, and renovate their facilities
- Make repairs or upgrades to water-supply, wastewater and electrical-power systems, including those that service health facilities
- Give returnees conditional cash grants for rebuilding their houses
- Refurbish up to three schools
- Restore an irrigation system to help vulnerable farming households grow their crops
- During emergencies, prepare emergency water and sanitation facilities, and temporary shelters, for up to 5,000 people
- Consult violence-affected communities to identify their vulnerabilities and risks; based on these discussions, develop and/or implement initiatives to address these risks while ensuring the participation of community members

**HEALTH**

**Health centres supported**

36 structures

- Document instances of the obstruction of health services; organize information sessions on the protection afforded by law to health workers and on the roles and responsibilities of these personnel
- Provide up to 21 primary-health-care centres and 3 diabetes-treatment centres with monthly donations of essential drugs, medical supplies and PPE; give their staff technical guidance and/or training in diabetes management, mother-and-child care, and other areas; at six of these centres, train health staff in the use of ALMANACH
- Help some of the centres mentioned above to organize individual counselling and/or information sessions for patients of diabetes and other chronic illnesses
- In the event of an emergency, make ad hoc donations of medicine and other supplies to up to nine other health facilities

With the National Society:

- Provide the National Society with training, expert advice, reference materials, and other support to assess humanitarian needs; and strengthen their ability to restore family links, manage human remains properly, respond to emergencies, implement economic-security projects, and work safely in weapon-contaminated areas

**WEAPON CONTAMINATION**

- With ICRC-trained National Society staff, organize information campaigns and discussions, in communities endangered by mines/ERW, on mine risks and safe practices; produce educational materials on these subjects
- Organize training sessions for local staff in safe disposal of explosive ordnance
- Collect data on weapon-contaminated areas and on incidents related to mines/ERW

**SUPPORT FOR THE NATIONAL SOCIETY**

- Provide the National Society with essential medicine, supplies, financial assistance to cover staff incentives, and other forms of support to operate three mobile health units for IDPs and returnees

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** Detainees are afforded treatment and living conditions that meet internationally recognized standards. They can contact their relatives.

The ICRC will maintain its efforts to gain access to all detainees within its purview, particularly people detained in connection with past or ongoing violence. It will continue to seek meetings with the pertinent authorities to explain the goals of its humanitarian activities for detainees and its working methods. In places where it already has access, the ICRC will visit detainees in accordance with its standard procedures; it will pay close attention to the situation of security detainees and of detainees with specific needs, such as minors, women, foreigners, and people with physical or mental illnesses. Findings and recommendations from these visits will be communicated confidentially to the pertinent authorities, with a view to helping them improve detainees’ treatment and living conditions. The ICRC will also urge the authorities to broaden access to family contact, particularly for foreign detainees. It will enable some of the detainees to contact their relatives through family-links services.

The ICRC will continue to support the authorities’ efforts to improve detainees’ living conditions and make health care more readily available, in line with internationally recognized standards. It will provide technical advice and, as necessary, material support to detaining and health authorities, and prison health staff. It will also make repairs to essential infrastructure at selected places of detention.

At one prison specifically, the ICRC will launch a multidisciplinary pilot project that will combine the different activities mentioned above to ease the conditions of detainees.
Enabling detained migrants to stay in touch with their families

The ICRC will continue to track the situation of migrants detained in Libya, through contact with the pertinent authorities and interaction with other organizations assisting migrants, and by monitoring the media and other sources of information. It will engage relevant stakeholders – in Libya and within the international community – in dialogue on internationally recognized standards applicable to the situation of detained migrants. It will support the National Society’s family-links services for detained migrants and seek to increase the availability of phone services in migrant detention centres.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>engage the pertinent authorities in dialogue on the ICRC’s working methods and on securing access to more detainees within the ICRC’s purview</td>
</tr>
<tr>
<td>P</td>
<td>visit detainees to check on their treatment and living conditions, paying close attention to those with specific needs; communicate findings and recommendations confidentially to the authorities concerned</td>
</tr>
<tr>
<td>P</td>
<td>urge the authorities to ensure that detainees can contact their relatives; offer family–links services to detainees and help facilitate family visits for them</td>
</tr>
<tr>
<td>P</td>
<td>at one prison, work with the authorities on a pilot project to ensure detainees’ well-being, for instance, by making improvements on water and other facilities, supporting the provision of good–quality health care, and ensuring detainees can contact their families</td>
</tr>
<tr>
<td>P</td>
<td>monitor the treatment and living conditions of detained migrants; discuss their situation with the authorities in charge of retention centres and with other humanitarian and international organizations</td>
</tr>
</tbody>
</table>

**HEALTH**

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>provide the detaining authorities with technical support to:</td>
</tr>
<tr>
<td></td>
<td>• implement standard medical procedures for screening newly arrived detainees</td>
</tr>
<tr>
<td></td>
<td>• draft and implement guidelines for managing common health conditions and chronic illnesses</td>
</tr>
<tr>
<td></td>
<td>• file and manage health–related information on detainees</td>
</tr>
<tr>
<td>A</td>
<td>conduct training sessions for prison health personnel; sponsor prison staff and penitentiary authorities to attend events (e.g. workshops, conferences, or courses outside Libya) on health care in detention</td>
</tr>
<tr>
<td>A</td>
<td>refer detainees needing specialized medical care (e.g. physical rehabilitation) to suitable facilities, including those supported by the ICRC</td>
</tr>
<tr>
<td>A</td>
<td>make ad hoc donations of medicine and other supplies to prisons and detaining authorities, including during emergencies</td>
</tr>
</tbody>
</table>

**WATER AND HABITAT**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>make repairs to facilities at places of detention, for the benefit of up to 1,200 detainees</td>
</tr>
</tbody>
</table>

**SUPPORT FOR THE NATIONAL SOCIETY**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>give the National Society financial, technical and material support to expand its family–links services for detained migrants</td>
</tr>
</tbody>
</table>

**WOUNDED AND SICK**

Objectives: Wounded and sick people have access to appropriate care, and persons with disabilities receive suitable services.

The ICRC will continue to help reinforce the continuum of care in Libya, monitor violence against health services and advocate protection for patients and medical personnel. It will continue to comply with measures in place to prevent the spread of COVID-19 and will be ready to provide material support in this regard.

**Bolstering capacities in emergency care**

The ICRC will strengthen its efforts to help ensure the availability of timely and good–quality treatment for injured or wounded people and enhance capacities among emergency health services. It will continue to work closely with pertinent authorities and local service providers to promote ownership and sustainability of the initiatives undertaken.

To improve the accessibility of timely pre–hospital care for wounded people, the ICRC will broaden its support for emergency medical teams, ambulance services, and first responders, including among weapon bearers. It will step up support to ambulance services and help develop their capacities in emergency response. It will scale up first–aid training for weapon bearers and for military and medical personnel. Messages about the protection due to providers and recipients of medical services will be incorporated in training sessions organized or supported by the ICRC.

The ICRC will continue to donate medical supplies regularly to emergency departments at selected hospitals covering areas affected by past conflict or with high numbers of IDPs or returnees, to ensure that these hospitals can continue providing good–quality medical care to patients. It will stand ready to provide additional support – for instance, wound–dressing kits and other supplies – in the event of mass–casualty incidents.

As part of an ongoing pilot project, the ICRC will expand material and technical support for one hospital in Misrata, with a view to strengthening their capacities in emergency, outpatient, and other services; developing a patient referral system; and improving inventory management.

**Broadening access to physical rehabilitation services**

The ICRC will expand its support for four physical rehabilitation centres in providing suitable rehabilitative services to persons with disabilities in order to make their services available to more
people, particularly those living in remote areas. It will help ensure that these centres are staffed by qualified professionals and adequately equipped, and adhere to internationally recognized standards. The ICRC – in partnership with the authorities – will also organize outreach to communities in remote areas. It will provide financial assistance for people who are destitute or living in rural areas, to help defray the costs of treatment. Those availing themselves of services at the centre in Benghazi will be able to make use of a dormitory built and furnished by the ICRC.

The ICRC will also continue to seek to advance the socio-economic inclusion of persons with disabilities, by giving them opportunities to earn an income (see Civilians) and by supporting the Libyan Paralympic Committee.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- **Hospitals supported**
  26 structures

- **Physical rehabilitation centres**
  give four physical rehabilitation centres – in Benghazi, Misrata and Tripoli – material, financial, and other support for providing services to up to 4,000 people; more specifically:
  - give the centres raw materials and equipment; provide technical guidance for their staff
  - sponsor up to 11 staff members to begin or continue studying prosthetics/orthotics outside Libya
  - provide some of the patients, including those living in remote areas, with cash assistance for covering their transportation, accommodation and/or treatment costs

- **Ambulance-service providers**
  be ready to provide ad hoc material aid to other physical rehabilitation centres

- **Advocacy**
  advocate and seek to advance the socio-economic inclusion of people with physical disabilities; more specifically:
  - refer patients and/or their families to ICRC-supported microeconomic initiatives (see Civilians)
  - sponsor people with disabilities to attend workshops on career development
  - work with the national Paralympic committee to organize sports events for athletes with disabilities; give the committee sports wheelchairs for distribution to clubs holding events in disability sports
  - broaden awareness among persons with disabilities of their rights and of the services available to them

**WATER AND HABITAT**

- **Water and habitat activities**
  3 structures

- **Hospitals supported**
  26 structures

- **Physical rehabilitation centres**
  give four physical rehabilitation centres – in Benghazi, Misrata and Tripoli – material, financial, and other support for providing services to up to 4,000 people; more specifically:
  - give the centres raw materials and equipment; provide technical guidance for their staff
  - sponsor up to 11 staff members to begin or continue studying prosthetics/orthotics outside Libya
  - provide some of the patients, including those living in remote areas, with cash assistance for covering their transportation, accommodation and/or treatment costs

- **Ambulance-service providers**
  be ready to provide ad hoc material aid to other physical rehabilitation centres

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  - broaden awareness among persons with disabilities of their rights and of the services available to them

**ACTORS OF INFLUENCE**

Objective: Weapon bearers and government officials understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence. Traditional/religious leaders and the media help foster awareness of humanitarian issues and IHL among these parties and the general public, thus securing greater respect

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
for human dignity. All parties concerned understand the ICRC’s mandate and support the work of the Movement.

Advancing understanding of and support for ICRC’s humanitarian work and for IHL

The parties involved in the violence in Libya, and the people who can influence them – such as traditional or community leaders and members of Islamic circles – do not always accept or understand neutral, impartial and independent humanitarian action. Moreover, members of armed groups are often unfamiliar with IHL and other applicable norms.

The ICRC will thus seek to strengthen its efforts to broaden acceptance for its humanitarian mission and working methods; cultivate support for the Movement’s activities; and make the basic provisions of IHL and humanitarian principles more widely known and understood. The aim is to ensure that people are protected in compliance with applicable norms and have uninterrupted access to essential services and humanitarian assistance, including those provided by the ICRC.

The ICRC will seek to address these matters with the authorities, weapon bearers, traditional and religious leaders, and other groups that can influence the situation in the country. It will concentrate on these subjects in its discussions with them: the necessity of facilitating access to people in need, such as vulnerable migrants and detainees; respect for fundamental humanitarian principles and the emblems protected under IHL; protection for people seeking or providing health care; and the dangers accruing from mines/ERW. The ICRC will supplement these discussions with IHL courses for weapon bearers, and for academics and others who can help to promote domestic implementation of IHL and the inclusion of IHL instruction in military and university curricula.

The ICRC will also seek to expand its public-communication initiatives and convey humanitarian messages to a wider audience. It will draw attention to the plight of various vulnerable groups and cover the issues mentioned above, wherever appropriate. It will continue to use social-networking platforms and both traditional and digital media – and develop its working relationship with members of the media and others of influence – to convey information about its mission and work. Violence-affected people will be able to use the ICRC’s community contact centre, and its social-media channels, to communicate their views about the Movement and its activities and learn more about the services available to them.

Whenever possible, the ICRC will carry out its public-communication initiatives with the Libyan Red Crescent, which will continue to receive support for strengthening its capacities in this regard.

PLAN OF ACTION AND INDICATORS

- seek meetings and other means of contact with government officials, members of the national IHL and humanitarian assistance committees, weapon bearers, members of Islamic circles, community leaders, NGO representatives, and diplomats and other members of the international community; organize dissemination sessions for them and give them reference materials on IHL and related subjects; organize IHL courses and other events for local officials, military commanders, weapon bearers, community and religious leaders, journalists, and members of the academic community and civil society; sponsor some of them to attend similar courses outside Libya
- conduct briefings, information sessions and other events for journalists, local officials, community leaders and others to help them reach a fuller understanding of the ICRC’s mandate and activities
- produce public-communication materials, and content for traditional and social media; distribute some of these materials in different languages
- provide the National Society with supplies, equipment, funds, expertise and training; for instance:
  - arrange English language and computer courses for National Society staff
  - organize IHL courses and other events for local officials, military commanders, weapon bearers, community and religious leaders, journalists, and members of the academic community and civil society; sponsor some of them to attend similar courses outside Libya

SUPPORT FOR THE NATIONAL SOCIETY

Object: The Libyan Red Crescent has a strong legal basis for independent action and carries out its core activities effectively. The activities of all Movement components are coordinated.

The National Society has a countrywide network of branches and volunteers, and is the ICRC’s main operational partner. The ICRC will continue to work with it to respond to humanitarian needs (see above) and seek to reinforce the operational partnership with it. The ICRC will provide the National Society with comprehensive support for expanding its institutional and operational capacities. In particular, it will help the National Society to strengthen its emergency preparedness, and support National Society staff and volunteers in implementing the Safer Access Framework.

The ICRC will work with Movement partners to advance specific aspects of the National Society’s organizational development. Together with the National Society and the International Federation, it will endeavour to strengthen coordination among Movement components in Libya.

PLAN OF ACTION AND INDICATORS

COOPERATION

- provide the National Society with supplies, equipment, funds, expertise and training; for instance:
  - organize training sessions, and produce and distribute audiovisual materials, on the Safer Access Framework and/or the Fundamental Principles
  - arrange English language and computer courses for National Society staff
• give the National Society technical and material support to manage its financial and human resources

with the Norwegian Red Cross, mobilize the expertise of Movement partners to help the Libyan Red Crescent develop its financial management policies and systems, and its capacity to promote community health practices (see Civilians)

meet with Movement components regularly to exchange information, and establish coordination mechanisms; sponsor National Society personnel to take part in Movement-wide meetings, training sessions and other events
Working in the country, with some interruptions, since 1970, the ICRC opened a delegation in Mali in 2013 in response to the consequences of fighting between government forces and armed groups, and of other situations of violence. It seeks to protect and assist violence-affected people, who also often struggle with adverse climatic conditions, and visits detainees, providing them with aid where necessary. It promotes IHL among military and security forces and armed groups and encourages the authorities to ensure its implementation. It works closely with the Mali Red Cross and helps it develop its operational capacities.

Menaka. A wounded patient is treated by an ICRC surgical team. The ICRC sends such teams to hard-to-reach areas, whenever necessary. It also supports primary-health-care facilities, hospitals and physical rehabilitation centres. These efforts help ensure that violence-affected people have access to good-quality care.
SITUATION

- The Malian military – at times with support from international forces, including the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) – is involved in intense fighting against armed groups; some of these groups also battle one another. A number of them are active in the wider region (see Burkina Faso, Chad, Mauritania and Niger). Malian and MINUSMA troops arrest people in connection with armed conflict; some detainees are transferred to the custody of the Malian gendarmerie. People are also held by armed groups.
- Northern and central Mali, including places bordering Burkina Faso and Niger, are the main sites of fighting; attacks have also taken place in the south. Moreover, Mali is affected by communal violence, criminality and the inadequacy of state services in many areas. Climate change exacerbates competition over limited resources. The country’s socio-economic difficulties – sharpened in part by sanctions imposed by other states in 2022 – include the high prices of food and other basic goods.
- The full implementation of a 2015 peace agreement between the government and certain armed groups remains slow. Mali has been under transitional military rule since September 2020. A constitutional referendum and local and legislative elections are all scheduled to take place in 2023.
- Migrants from Mali and the wider region pass through the country on their way to Europe.

HUMANITARIAN CONCERNS

- Civilians bear the brunt of the fighting; abuses by weapon bearers, including attacks on health-care services, have been reported. Civilians are wounded or killed in attacks and by improvised explosive devices. Reportedly, some 400,000 people are internally displaced at the time of writing, notably from rural to urban areas; others have fled to neighbouring countries, such as Burkina Faso and Mauritania. Many of them have lost contact with their families.
- Amid chronic insecurity, people struggle to meet their need for food and other essentials, and to sustain their livelihoods. Dilapidated water and irrigation infrastructure and recurrent droughts and floods aggravate the situation, as does the movement of people and livestock in search of water and pastureland, which stokes communal tensions.
- Health facilities are understaffed, as precarious security conditions prevent workers from staying or returning. Many facilities are ill-equipped to manage influxes of patients. Health care is not always accessible to those who need it.
- Budgetary constraints, insufficient material and human resources, and overcrowding – caused mainly by judicial delays – result in poor living conditions for detainees. Some people are unable to inform relatives of their arrest.
- Many migrants are ill-prepared for their journey and are at risk of assault and other unlawful conduct along the way.
- The volatile security environment constrains humanitarian access to people affected by armed conflict and other situations of violence. The ICRC remains the main international humanitarian organization active in northern Mali.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- reinforce protection for people affected by conflict and other violence, by strengthening and sustaining its dialogue with the parties concerned on their obligations under IHL and other applicable norms;
- maintain proximity to people in priority areas – taking into account the scale of needs, the ICRC’s access, and the presence of other organizations – while also ensuring the safety of staff by networking with all pertinent actors, to secure acceptance for the ICRC’s mission and its neutral, impartial and independent humanitarian action;
- facilitate access to good-quality health services, including mental-health care and physical rehabilitation, and advocate protection for patients, medical personnel and medical facilities;
- support livelihood and other resilience-building initiatives for violence-affected communities while continuing to assist people recently affected by violence or other crises in meeting their basic needs;
- visit detainees, including those held in connection with conflict and/or for security reasons, and seek access to all detainees within its purview; support detaining authorities in meeting detainees’ needs, and bringing their treatment and living conditions in line with internationally recognized standards; and
- help the Mali Red Cross develop its ability to respond to people in need, and reinforce coordination with all Movement partners present in the country, emphasizing the necessity of adhering to common security rules and incorporating the Safer Access Framework in all activities.
**ICRC ACTION**

**CIVILIANS**

Objective: Civilians are respected and protected by all weapon bearers, in accordance with applicable law. They are able to cover their basic needs and have access to essential services, including health care and education. Members of dispersed families, including vulnerable migrants and children, are able to restore or maintain contact or reunite, or ascertain the fate of missing relatives.

Promoting protection for civilians, in line with IHL and other pertinent norms

The ICRC will continue to monitor the situation in Mali and cultivate support for its mandate and activities, with a view to maintaining or securing safe access to people in need. It will urge authorities and weapon bearers to uphold IHL, international human rights law and/or other applicable norms, especially in connection with the conduct of hostilities (see also Actors of influence). It will emphasize the necessity of protecting civilians, including migrants, of preventing or ending abuses against them – such as sexual violence and child recruitment – and of safeguarding their access to health care, education and other essential services.

The ICRC will seek proximity to violence-affected communities, to facilitate their participation in shaping its efforts to address their multifaceted needs, including the development of adequate safety measures. It will also seek such proximity to migrants leaving or passing through the country, to alert them to potential threats to their safety (see below).

Enabling members of dispersed families to reconnect

Together with the Mali Red Cross, the ICRC will help restore contact between members of families separated by conflict, other violence, migration and other circumstances while also safeguarding their personal data. Information sessions and other activities will be organized in communities to broaden awareness of means to prevent loss of family contact and of the Movement’s family-links services. Migrants will be able to draw on these services at mobile kiosks at transit sites and along migration routes.

The ICRC will continue to work with Movement partners and others to respond to the plight of the families of persons reported missing, including migrants. It will encourage the authorities to address these families’ needs.

To help ensure that the remains of people killed during violence are handled in line with international best practices, the ICRC will provide the necessary support for health workers, security forces personnel, National Society volunteers and other first responders, and for institutions involved in managing human remains.

Helping violence-affected people build their resilience

To enable IDPs, residents and returnees to cope better with the combined consequences of conflict and climate change, the ICRC will concentrate on assisting them to grow more food, secure a more reliable supply of water for household and livelihood use, and maintain or supplement their sources of income – including through cash-for-work projects to upgrade public facilities – with appropriate climate-mitigation or -adaptation measures in place. Particular attention will be paid to improving access to water and sanitation services for people in and around urban areas like Gao, to which many IDPs have fled (see Humanitarian concerns). Key community members and local service providers involved in these activities will be given support to bolster their self-sufficiency and ensure the sustainability of initiatives that they undertake. As necessary, the ICRC will work to enable people recently displaced by violence, or stricken by other crises, to avert malnutrition and ease their living conditions. Where markets are safely accessible, the ICRC will provide people with cash instead of in-kind assistance, to give them more agency to decide what best suits their needs, and to contribute to stimulating the local economy.

To help ensure that it can reach people in need, the ICRC will continue to enlist the support of local actors, particularly the National Society, to carry out the activities mentioned above. It will also maintain close coordination with the authorities, UN agencies and others concerned.

Reinforcing the provision of good-quality health care

People in northern and central Mali will have access to preventive and curative care – including vaccination, nutrition monitoring, mother- and child care, and specialized services for victims of violence – at key primary-health-care centres; the ICRC will focus on providing them with regular support. To improve the quality of care and the management of personnel, and of clinical, pharmaceutical and administrative systems, the ICRC will provide health staff with capacity-building training and encourage the digitalization of key processes and practices, where feasible.

The ICRC will strive to make mental-health care and psychosocial support more readily available for people suffering from trauma related to violence, including sexual violence, or other crises. Staff at ICRC-supported health structures and National Society-run facilities will be trained to provide such services and refer patients for further care.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- document alleged violations of IHL or other applicable norms; raise these allegations bilaterally with the parties concerned, reminding them of their obligations and providing recommendations for corrective and preventive action
- work with members of violence-affected communities to address their needs – for instance, by developing suitable means of self-protection against the threat of improvised explosive devices; together with the National Society, do the same with migrants leaving or passing through Mali; facilitate community-designed risk-mitigation activities
- provide ad hoc material assistance to people with specific needs, such as victims of violence; refer them to ICRC-supported providers of psychosocial support (see below)
organize dissemination sessions, workshops and other events – on IHL and other applicable norms – for Malian forces and Mali-based international forces and members of armed groups, occasionally alongside training in first aid (see Wounded and sick); disseminate information on the Health Care in Danger initiative, and on other issues of humanitarian concern, at these events and through public-communication initiatives (see Actors of influence)

**PROTECTION OF FAMILY LINKS**

With the National Society:

- provide family-links services such as RCMs, phone calls and tracing, including at transit sites and along migration routes; publicize these services, and explain how to prevent loss of family contact, through radio spots and other means
- register unaccompanied or separated minors, including those formerly associated with weapon bearers; as appropriate, reunite them with their families; check on their welfare through follow-up visits and discussions with others involved in child protection
- organize events to broaden awareness of the plight of missing people's families; advocate, among the pertinent authorities, coordination of efforts to ascertain the fate of missing Malians, including migrants

**FORENSICS**

- urge authorities to uphold best practices in human remains management, including through the establishment of standard protocols and an information management system; relay key messages on the subject to weapon bearers
- together with local partners, train and equip first responders to manage human remains; sponsor forensic professionals to participate in regional events
- provide material and technical support to institutions involved in forensic work – for example, a continuing pilot project to register the sets of human remains in the custody of one morgue, to facilitate their identification in the future

**ECONOMIC SECURITY**

- donate seed and tools, or cash to purchase them, to up to 12,720 farming households (76,320 people) – including those part of local market-gardening associations – to cultivate staple grain and vegetables; provide training and other support to members of some of these households (see below)
- organize livestock-vaccination campaigns and train local veterinary personnel (see below), for the benefit of up to 120,000 herding households (720,000 people)

**WATER AND HABITAT**

- together with local water authorities, make clean water more readily available by improving infrastructure in both urban and rural areas; more specifically:
  - renovate or construct facilities wells, boreholes and micro-dams, which serve up to 128,000 people
  - in Gao, contribute to reinforcing the water-supply system, for the benefit of up to 25,472 people
- build or renovate pastoral and market-garden boreholes and wells and other infrastructure, for farming and herding households (up to 21,730 people)
- provide training and equipment for 20 technicians from water-network management committees
- in the event of an emergency, conduct urgent repairs to water points, for up to 9,000 people

**HEALTH**

- provide regular support for up to 30 primary-health-care centres and ad hoc support for up to 6 others, enabling all of them to deliver good-quality preventive and curative care; for instance:
  - donate equipment and supplies, including basic drugs, birthing essentials and post-rape kits
  - undertake infrastructural upgrades, such as the installation of solar panels (see also Wounded and sick)
  - provide training to health personnel, including members of the committees overseeing the centres, to help them hone their skills in such areas as malnutrition screening and health-centre management

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** footnote: **

Food consumption
Food production
Income support
Living conditions
Capacity-building

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<tr>
<th>Food consumption</th>
<th>Food production</th>
<th>Income support</th>
<th>Living conditions</th>
<th>Capacity-building</th>
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<td>81,000 people</td>
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<th>Water and habitat activities</th>
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<table>
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<th>Health centres supported</th>
<th>36 structures</th>
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</thead>
<tbody>
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<td></td>
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</tbody>
</table>

With the National Society:

- help up to 3,916 women and other heads of household (supporting 23,496 people in all) earn an income by employing them in cash-for-work projects to improve community infrastructure, or by giving them cash grants and/or training to, for example, run small businesses
- enable up to 750 market gardeners, seed producers, community animal–health workers and others, through training and other capacity-building initiatives, to undertake or support livelihood activities more effectively
- give up to 13,500 households (81,000 people) cash to buy one month's supply of food, or the equivalent in kind
- distribute cash to purchase household essentials, or the equivalent in kind, to up to 13,500 households (81,000 people)
• help facilitate the referral of patients for higher-level or specialized care
• organize information sessions for the centres’ staff on their rights and duties as health-care providers
• in the event of an emergency, extend additional material and other assistance to the centres
• help address the mental–health needs of up to 2,160 people affected by violence – including sexual violence – or other crises, either directly or through ICRC–trained counsellors, at ICRC–supported health structures and National Society–run facilities; broaden awareness – among first responders, health workers and other community members – of the psychological and psychosocial effects of violence, and the appropriate means of addressing them

SUPPORT FOR THE NATIONAL SOCIETY
• enable National Society personnel, through training and technical support, to strengthen their ability to help people in need by, for example, restoring family–links and conducting livelihood–support activities
• upgrade selected facilities of the National Society, to contribute to bolstering its emergency–preparedness capacities

PEOPLE DEPRIVED OF THEIR FREEDOM
Objective: Detainees are afforded treatment and living conditions in accordance with internationally recognized standards and applicable law. Judicial guarantees are respected. Detainees are able to communicate with their families.

Monitoring the welfare of detainees
People are held in prisons and places of temporary detention run by various actors (see Situation). The ICRC will seek access to all detainees within its purview. It will therefore strive to ensure that the actors concerned fully understand and support its detention–related activities.

Where it has access, the ICRC will visit detainees, in accordance with its standard procedures, to check on their treatment and living conditions, including respect for judicial guarantees. It will pay close attention to people held for security reasons and people with specific needs, such as women, minors, foreigners, the elderly and the ailing. After these visits, it will communicate its findings and recommendations confidentially to the relevant authorities. With the ICRC’s help, detainees will be able to contact their families.

Supporting the authorities to improve the situation of detainees
Assistance for detainees, at selected prisons, will continue to focus on improving their access to health care and their nutritional status – through support to the authorities and prison staff and, as necessary, direct provision of goods and services. The ICRC will continue to encourage the authorities to take long–term measures to ensure that detainees’ living conditions meet internationally recognized standards. It will facilitate coordination between the parties involved in tackling these issues, notably the health and justice ministries, which are jointly pursuing the implementation of the national prison health policy, drafted with the ICRC’s input.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM
• seek access to all detainees within the ICRC’s purview; where there is access, visit detainees and monitor their treatment and living conditions; communicate findings and recommendations confidentially to the authorities concerned
• remind prison authorities and staff of their obligations to ensure the welfare of detainees; provide ad hoc material assistance to detainees with specific needs, such as those particularly at risk of illness
• follow up, with the authorities, the cases of people who remain detained past state–prescribed limits
• urge the authorities and other pertinent actors to address cases of minors detained with adults
• remind the authorities that detainees’ families must be notified of the arrest or transfer of their relatives, and kept abreast of these relatives’ welfare; offer family–links services to detainees; at the request of foreign detainees, notify their consular representatives or the UNHCR of their detention
• assist newly released detainees to return home safely

HEALTH
• help ensure access to adequate health services for detainees at eight places of detention and support the pertinent authorities in building the capacities of prison health workers; more specifically:
  • together with officials of the health and justice ministries, promote the national prison health policy by organizing round tables for stakeholders in the country; support efforts to monitor compliance with the policy
  • train prison health staff in the use of case–management tools and screening procedures to ensure timely diagnosis and treatment of detainees’ ailments, including mental–health conditions; offer them performance–based financial incentives
  • give prison health teams technical advice to improve their recordkeeping and advance the development of an information management system on detainees’ health
  • provide support to a local university delivering a course on prison health
  • donate medicines, supplies and equipment and, as necessary, cover transport and treatment costs for detainees requiring specialized care
• organize information sessions, and distribute relevant material, to raise awareness among prison personnel and detainees of ways to maintain good hygiene and check the spread of communicable diseases; encourage the establishment of prison hygiene committees; give the finance ministry support in monitoring the hygiene–promotion activities that it funds in detention facilities
WATER AND HABITAT

- **Water and habitat activities**
  - 4,250 people

- Upgrade water, sanitation and ventilation systems and kitchen facilities at seven prisons, for the benefit of 4,250 detainees

- With the detaining authorities, organize a workshop on maintaining prison infrastructure and draft maintenance plans for two prisons

ECONOMIC SECURITY

- **Food consumption**
  - 1,052 people

- Support the detaining authorities’ efforts to ensure an adequate supply of food for detainees and to monitor detainees’ nutritional status regularly

- Train prison staff to identify and manage malnourished detainees; offer them performance-based financial incentives; as necessary, donate kitchen tools and equipment

- Provide therapeutic food, nutritional supplements, or ingredients for supplementary food – locally sourced whenever possible – for some 1,000 malnourished detainees; in the event of a sharp rise in malnutrition rates, stand ready to donate up to three months’ worth of additional food rations

WOUNDED AND SICK

**Objective:** Hospitals are able to deal with mass influxes of patients. Wounded people receive adequate care. Persons with disabilities have access to good-quality physical rehabilitation services.

**Helping ensure access to good-quality pre-hospital and hospital care**

Good-quality medical care is not readily available in violence-affected areas of Mali, partly because of precarious security conditions (see Humanitarian concerns). The ICRC is among the few organizations still supporting Malian health services. To help ensure that people wounded in connection with incidents of violence are stabilized and transferred to higher-level care, the ICRC will organize first-aid training sessions, including refresher sessions, for first responders – weapon bearers, Mali Red Cross volunteers and other community members. The sessions will also serve as opportunities for the ICRC to renew these parties’ understanding of humanitarian principles, basic IHL provisions, its own mission, and the goals of the Health Care in Danger initiative.

Three hospitals – one each in Gao, Kidal and Mopti – will be given comprehensive support to surmount challenges like shortages of supplies and equipment and inadequate staffing; improve service delivery and management, including by implementing a patient-centred approach to care; match the demand for services, notably in connection with weapon-wound cases; and begin to take steps towards greater self-sufficiency. Other hospitals will also be able to draw on the ICRC’s technical, material and other inputs. All these hospitals will thus be enabled to provide medical care that meets international standards. During emergencies, the ICRC will deliver additional assistance to hospitals dealing with mass influxes of patients.

Mental-health care and psychosocial support for people suffering from violence-related trauma will be made available at these hospitals and other ICRC-backed health structures (see Civilians).

**Working to strengthen the physical rehabilitation sector**

With a view to improving care for and making it more accessible to people with disabilities, including those whose disabilities are conflict-related, the ICRC will maintain its support for physical rehabilitation centres. It will also work with the centres and with other local organizations, to broaden the social inclusion of disabled people, notably through sports and employment.

The ICRC will continue to back the health authorities’ efforts to ensure the sustainability of the physical rehabilitation sector.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- Help the three priority hospitals – one each in Gao, Kidal and Mopti – to deliver good-quality medical care by, for example:
  - Reinforce hospital staff with ICRC health-care personnel, particularly to treat weapon-wounded patients
  - Donate medicines, supplies and equipment
  - Cover running costs and paying for the treatment and transport of patients, especially emergency cases
  - Provide training and supervision in such areas as infection prevention and control, hospital management, trauma care and war surgery
  - Facilitate closer coordination between the hospitals and other health structures, to strengthen the patient-referral system
  - Promote the systematic collection and use of feedback from patients

- Assist up to 15 hospitals – including the 3 mentioned above – in updating and simulating contingency plans for managing mass influxes of patients; during emergencies, provide additional support to these hospitals, for instance,
by donating medical materials or temporarily deploying ICRC surgical teams to them
A as necessary, send ICRC surgical teams to hard-to-reach areas without facilities for treating wounded people

With the National Society:
A provide first-aid training and equipment for up to 1,200 first responders
A follow up patients referred by first responders to the three priority hospitals

WATER AND HABITAT

Water and habitat activities
11 structures

A renovate or build infrastructure – for instance, consultation wards, water and sanitation facilities and electrical systems – at 11 ICRC-supported health structures, including hospitals and primary-health-care centres

PHYSICAL REHABILITATION

Projects supported
12 projects

A provide support for five physical rehabilitation centres – two in Bamako and one each in Gao, Mopti and Timbuktu – to deliver good-quality services for up to 13,000 people with disabilities; more specifically:
• supply the centres with components for prostheses and orthoses, and rehabilitation equipment
• subsidize treatment and the provision of assistive devices; cover expenses for transport, accommodation and food, for service users from remote areas
• provide training to enable staff to hone their clinical skills and reinforce the centres’ organizational capacities
A help the five physical rehabilitation centres and seven other local organizations hold sports or other events promoting the rights and social inclusion of disabled people; advocate the employment of people with disabilities, notably at the said centres
A provide the health ministry with technical support for implementing a national strategy to develop the physical rehabilitation sector and expand the pool of qualified personnel

ACTORS OF INFLUENCE

Objective: The authorities and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict or other violence, and incorporate them in their decision-making. The media, NGOs and community or religious leaders help foster awareness of humanitarian issues and IHL, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work and that of the Movement.

The ICRC will strengthen its efforts to engage in and sustain dialogue with a wide range of actors – at local, regional and national level – that are critical to facilitating humanitarian access to people in need. The aim is to deepen understanding of its role as a neutral, impartial and independent humanitarian actor, broaden acceptance for its work and that of other Movement components, and secure the safety of its staff. It will emphasize the necessity of protecting civilians and ensuring their ability to avail themselves of essential services, in line with IHL and other applicable norms (see Civilians and Wounded and sick).

Promoting IHL and other relevant norms among weapon bearers

The ICRC will continue to promote the integration of IHL, other applicable norms, and pertinent internationally recognized standards into the doctrine, training and operations of the Malian military and security forces, with a view to ensuring long-term compliance throughout their ranks. The ICRC will also maintain communication with international forces present in Mali.

To the extent permitted by the security situation, the ICRC will step up its contact with members of armed groups – during first-aid training courses, for instance (see Wounded and sick) – to encourage their acceptance for humanitarian principles and the ICRC’s work.

Cultivating wider support for the Movement

The ICRC – alongside the Mali Red Cross whenever possible – will continue to engage with community and religious leaders and with members of the media to help them strengthen their grasp of the Movement and IHL. These activities, complemented by public-communication campaigns, will also seek to broaden awareness of the humanitarian needs created by conflict and other violence, and help gather support for the Movement’s principled humanitarian action from all parties concerned.

To stimulate academic interest in IHL and public discussion of humanitarian issues, the ICRC will organize workshops and other events.

The ICRC will seek proximity to violence-affected people, in order to understand their needs more fully and make them aware of the potentially life-saving services available to them (see also Civilians).

Advocating implementation of IHL

The ICRC will provide the pertinent authorities with expert advice for revising the national penal codes and adopting a law protecting health services. It will also encourage their ratification of IHL-related treaties, such as the African Union Convention on IDPs and the Arms Trade Treaty.

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
PLAN OF ACTION AND INDICATORS

Pr provide Malian military and security forces personnel with expert advice and technical support for integrating IHL, international human rights law and/or other applicable norms and standards in their training, doctrine and operations; organize pertinent training events; sponsor senior officers’ participation in regional and international seminars

Pr familiarize members of armed groups with humanitarian principles and the ICRC’s work

Pr broaden understanding of the Movement, IHL and humanitarian issues; to this end:
  • engage with communities during distributions of assistance, dissemination sessions and first-aid training courses (see Civilians and Wounded and sick)
  • organize workshops for journalists; communicate with the public – in local languages – via radio broadcasts, social-media posts and other means
  • conduct information sessions and workshops for Islamic leaders and scholars on the common ground between IHL and sharia law; sponsor scholars’ participation in events abroad
  • organize conferences and other IHL-related events for academics, researchers and students, and donate reference materials

Pr offer national authorities technical support for implementing IHL; arrange round tables and seminars on this and related topics for government officials at key ministries and for civil and military magistrates; advocate the establishment of a national IHL committee

SUPPORT FOR THE NATIONAL SOCIETY

Pr give the National Society training, and financial and operational support, to bolster its capacities in public communication and community engagement

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Mali Red Cross has a strong legal basis for independent action and carries out its core activities effectively. Movement components in Mali coordinate their activities and implement them in a neutral, impartial and independent manner.

The Mali Red Cross provides aid to people in need, such as those affected by conflict or other violence or by natural disasters. Because of its countrywide presence, it is well placed to assist vulnerable migrants passing through Mali. Together with Movement partners, the ICRC will help the National Society bolster its operational and organizational capacities – for instance, in emergency preparedness and response; volunteer management; branch development, especially in violence-prone areas; financial management; and governance.

Given the volatility of the situation in Mali (see Situation and Humanitarian concerns), security management and strengthening public perceptions of the Movement as being committed to neutral, impartial and independent humanitarian action will remain priorities. The ICRC will pursue close coordination with all Movement partners in the country, to minimize the risk to staff while also delivering an effective humanitarian response.

PLAN OF ACTION AND INDICATORS

C provide the National Society with training, technical guidance and financial, material, logistical and infrastructural support to strengthen its operational and organizational capacities (see Civilians and Actors of influence)

C through periodic meetings and other means, strengthen coordination among Movement components in Mali; in particular:
  • ensure adherence to common security rules and codes of conduct
  • incorporate the Safer Access Framework in all activities
  • prepare contingency plans for natural disasters, disease outbreaks and other emergencies
The ICRC has worked in Mauritania since 1970, opening a delegation there in 2013. It visits detainees and helps improve their living conditions, particularly their access to health care. It offers them and other people in need, including refugees, family-links services. It works to meet the basic needs of both refugees who have fled conflict and of vulnerable residents in communities hosting them. It promotes IHL and humanitarian principles among the armed and security forces, authorities and civil society, and supports the development of the Mauritanian Red Crescent.

**BUDGET IN KCHF**

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*Of which: Overheads 359*

**PERSONNEL**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>10</td>
</tr>
<tr>
<td>Resident staff</td>
<td>62</td>
</tr>
</tbody>
</table>

**ASSISTANCE TARGETS**

**CIVILIANS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td></td>
</tr>
<tr>
<td>Food production</td>
<td>73,500 people</td>
</tr>
<tr>
<td>Income support</td>
<td>9,360 people</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>22 people</td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>37,015 people</td>
</tr>
</tbody>
</table>

**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water and habitat activities</td>
<td>2,000 people</td>
</tr>
</tbody>
</table>
SITUATION

- Mauritania continues to endure the spillover effects of insecurity in the Sahel region, particularly the situation in neighbouring Mali (see Mali). Tens of thousands of Malian refugees are still in the Bassikounou department of south-eastern Mauritania. They are either at the UNHCR camp in M’bera or among host communities. Fighting in Mali continues to drive more people into this section of Mauritania and prevents most of them from returning home.
- Mauritania contributes military and security forces to international missions in other countries. It is a member of the G5 Sahel joint military force and hosts the G5 Sahel defence college in its capital, Nouakchott.
- Drought, protracted and exacerbated by climate change, dries up water sources. In Bassikounou, scarcity of water and pastureland creates tensions between refugees and host communities. Climate shocks also have economic consequences that intensify socio-political tensions elsewhere, which can boil over into violence.
- Sections of northern Mauritania were discovered to be contaminated with mines and explosive remnants of war (ERW).
- There are around 150,000 migrants in Mauritania, on their way to northern Africa or to Europe via dangerous sea routes.

HUMANITARIAN CONCERNS

- In Bassikounou, scarcity of water, pastureland and other resources cause tensions between refugees and the communities hosting them. Herders struggle to preserve the health and productivity of their livestock. Vulnerable breadwinners cannot find stable sources of income.
- Lack of resources hinders the authorities’ efforts to address the situation in Bassikounou. Humanitarian organizations focus on the refugees at the M’bera camp; refugees outside the camp, and their host communities, get much less attention.
- Migrants – including some newly arrived or especially vulnerable refugees – and foreign detainees cannot easily contact their families. Deaths have been reported among migrants passing through Mauritania or off its coast.
- Mauritania continues to undertake penitentiary reforms, with some support from the international community. Resource constraints impede the provision of essential services for detainees, as does overcrowding. For instance, when large numbers of people are arrested – during protests, for instance – places of temporary detention become overcrowded and strain essential services.
- Mine-action staff may need refresher training, and people in the north may be unaware of the risks of mines/ERW.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- secure wider acceptance for IHL and the Movement – among the authorities, the military and security forces, religious leaders and other influential figures, and communities – to broaden its access to people in need;
- continue to help vulnerable people to strengthen their resilience to the effects of climate shocks and violence, by supporting the livelihoods of refugees and residents in Bassikounou and by making clean water more readily available; develop the Mauritanian Red Crescent’s ability to respond to emergencies, particularly outbreaks of violence;
- back the authorities’ efforts to improve the penitentiary system, by focusing on helping them to expand their capacities; stand ready to provide direct support in the event of an emergency; and
- enable Malian refugees and other migrants, and detainees, to contact their families, and others to learn the fate or whereabouts of their missing relatives; strengthen forensic capacities in the country.
ICRC ACTION

CIVILIANS

Objective: People affected by armed conflict or other situations of violence have access to adequate water and sanitation. They can cover their basic needs and restore or maintain their livelihoods. Members of dispersed families are able to restore or maintain contact and, where appropriate, are reunited. People are informed of the fate or whereabouts of missing relatives.

The ICRC will monitor protection-related needs among vulnerable people in the country, including refugees and other migrants; communities hosting refugees in Bassikounou; and people affected by mines/ERW in northern Mauritania. It will document allegations of abuse and convey them to the parties concerned, whom it will urge to take corrective and/or preventive action. Weapon bearers will be reminded of international norms applicable to their duties. The ICRC will assist people to become more resilient through activities developed for and with them—for instance, by working with them to mitigate the threat to their safety of mines/ERW.

Helping refugees and residents to become more resilient to climate shocks and other emergencies

The ICRC will help people work towards self-sufficiency. In coordination with the Mauritanian Red Crescent and the pertinent authorities, it will continue to provide support for producing food in Bassikounou; it will also begin to provide such support in Adel Bagrou. Especially during the lean season, resident and refugee herders will be assisted to obtain veterinary services, water and fodder, and maintain the health and productivity of their livestock. Particularly vulnerable households will be given seed, tools and training for growing crops. The ICRC will also expand its support for people to add to their household incomes. Households will be given cash to help them cover their expenses, and some breadwinners will be given cash grants and training to start small businesses, including to produce fodder and leather in support of farmers and herders.

In rural areas, the ICRC will install water points and undertake infrastructural projects to support and protect livelihoods. Notably, it will renovate or construct facilities for irrigation and for vaccinating livestock. In Bassikounou, the ICRC will help the authorities upgrade and expand the water-supply network. It will also help the authorities enlist the support of other agencies or organizations for their large-scale water projects.

In the event of emergencies, such as large influxes of refugees, the ICRC and the National Society will act to ensure that people in Bassikounou and elsewhere have a sufficient supply of water.

Enabling people to reconnect with or learn the fate or whereabouts of missing relatives

The ICRC will give the National Society technical and other support for improving its family-links services. Together with the National Society, it will continue to provide family-links services for refugees seeking to restore or maintain contact with their relatives in Mali, and for other migrants passing through or living in Mauritania, in coordination with other Movement components and humanitarian organizations along the migration route.

The ICRC will seek to raise awareness of the issue of missing people among the authorities and other humanitarian organizations, and seek also to impress upon them the necessity of alleviating the suffering of missing people’s families. It will strive to ensure that human remains can be recovered and identified. It will provide missing people’s families with assistance, or refer them for support, on an ad hoc basis.

Forensic workers, first responders and others will be given training and other support to handle human remains in a safe and dignified manner and prepare to scale up their capacities to do so during mass-casualty events. Government agencies will be urged to coordinate their efforts to support forensic services.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

P document allegations of abuse and make oral or written representations to the authorities concerned
P organize training sessions on international human rights law and other applicable norms for gendarmes, national guardsmen and police personnel
P with the National Society, publicize Movement family-links services through audiovisual and other means

PROTECTION OF FAMILY LINKS

With the National Society:
P make RCMs and phone calls available to migrants, including refugees at the M’bera camp or in host communities
P offer tracing services to families looking for missing relatives
P where appropriate, help minors rejoin their families

FORENSICS

P give the authorities expert guidance to enhance and more efficiently coordinate their efforts to properly manage human remains and prepare to scale up these activities during mass-casualty events
P train forensic workers in standard procedures for collecting ante/post-mortem data and/or other topics; enable forensic professionals to attend conferences and intensive courses in other countries
P donate body bags, autopsy kits and other supplies to forensic workers

WEAPON CONTAMINATION

A engage communities in the north in dialogue to develop community-based means to help them mitigate their exposure to risks related to mines/ERW; work with mine-action personnel to survey areas suspected of being contaminated with mines/ERW, and mark places that are contaminated
The ICRC will stand ready to visit and offer assistance to people at places of temporary detention, in the event of a surge in arrests.

**Strengthening the authorities’ ability to meet detainees’ needs**

The ICRC will help the authorities to provide penitentiary services that are sustainable, limited resources notwithstanding. It will focus its efforts on helping penitentiary authorities and the ministries concerned – health and justice – to build up their capacity to manage places of detention and coordinate their activities, and to ensure allocation of sufficient resources. It will also seek to mobilize other organizations to support the authorities’ efforts.

At selected prisons, the ICRC will continue to help the authorities monitor the availability of good-quality health care for detainees. It will give prison officials expert advice in various areas, such as preventing and treating malnutrition; ensuring that detainees have access to adequate health care at all times, including during disease outbreaks and other emergencies; enabling detainees’ access to hospital care and psychosocial care outside their places of detention.

The ICRC will urge penitentiary authorities to define minimum standards for prison infrastructure, and give them technical support for preparing maintenance plans and standard operating procedures, which will enable more efficient allocation of resources and avert costly and dangerous breakdowns of infrastructure. In the event of an emergency, the ICRC will be ready to provide ad hoc assistance.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- visit detainees and communicate findings and recommendations confidentially to the authorities
- pursue dialogue with the authorities on improving penitentiary services
- organize workshops and training on prison management for prison administrators and national guardsmen
- enable foreign detainees to contact their families or consular representatives

**HEALTH**

- with the penitentiary authorities, monitor the following: the food-supply chain; the treatment of malnourished detainees; referrals of detainees for further care, including
psychological or psychiatric care; routine medical procedures and inclusion in national health programmes; and the stock of medicine

- give the penitentiary authorities and the health ministry expert advice to improve the provision of health care and food; together with them, train prison staff in health-related matters

WATER AND HABITAT

| Water and habitat activities | 2,000 people |

- provide the authorities with technical and other support for preventing outbreaks of disease; give them additional support on an ad hoc basis; implement these activities for the benefit of 2,000 detainees in all
- organize workshops for and train prison administrators and other staff in maintaining prison facilities; help them to draft a plan for maintaining and repairing prison infrastructure

ACTORS OF INFLUENCE

Objective: Political decision makers and all weapon bearers understand and respect IHL and human rights law, and incorporate them in their decision-making. The media, NGOs, academics and religious leaders help foster awareness of humanitarian issues and IHL among the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work in Mauritania and in the Sahel region.

Familiarizing weapon bearers with IHL and other pertinent international norms

The ICRC will continue to help military and security forces personnel to strengthen their grasp of IHL and other applicable international norms. It will continue to work with training institutions such as the G5 Sahel defence college to improve their programmes in these subjects. It will provide training for instructors and expertise for incorporating manuals on IHL and human rights law – developed in the past with the ICRC’s assistance – in school curricula.

In parallel, the ICRC will provide basic instruction in IHL for Mauritanian soldiers and international troops, and in human rights law for gendarmes, national guardsmen, and other police and security forces personnel. It will discuss operational issues with the commanders of these weapon bearers, such as the protection-related needs of migrants, including refugees, and other vulnerable people and the necessity of legal advisers’ presence during operations.

The ICRC will continue to advocate the creation of a national IHL committee. In the meantime, it will urge and counsel lawmakers and government officials to advance the implementation of IHL and related treaties in such areas as IDPs and the arms trade. It will organize round tables and other events for Mauritanian lawmakers and government officials on challenges to the implementation of IHL and related subjects. It will discuss with the authorities the need to enact a law on the emblems protected under IHL and update domestic laws on the suppression of war crimes.

Cultivating support for IHL and the Movement

The ICRC will engage with communities in the south-east, through meetings with traditional leaders, including those representing refugee communities, and by such means as radio spots. It will discuss with Islamic scholars – who have influence over communities and weapon bearers – and with religious authorities, the common ground between IHL and Islamic law, and the neutral and impartial nature of the red cross emblem. It will also organize, or enable academics to attend, themed events such as workshops, and support Islamic universities’ efforts to include IHL modules in their curricula.

The ICRC will discuss, with the authorities and other humanitarian organizations, a number of issues, such as the plight of migrants, missing people’s families, and the proper use of the emblems protected under IHL; pressing humanitarian issues; and the Movement’s activities, in Mauritania and the wider Sahel region.

PLAN OF ACTION AND INDICATORS

| Protection | Assistance | Prevention | Cooperation | Protection and Assistance |

- brief or train military and security forces personnel, including cadet officers at the G5 Sahel defence college and instructors in IHL and human rights law; sponsor senior officers to attend advanced courses outside Mauritania
- organize workshops, conferences and other events – on IHL and its points of correspondence with Islamic law – for lawmakers, judicial officials, Islamic scholars and academics; sponsor some of them to attend regional IHL courses
- publicize the Movement’s activities in Mauritania and the wider Sahel region, through traditional and social media; produce content for social media

SUPPORT FOR THE NATIONAL SOCIETY

- provide the National Society with funding and technical expertise to improve its public communication, including its use of social media

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Mauritanian Red Crescent has a strong legal basis for independent action and carries out its core activities effectively. The activities of all components of the Movement are coordinated.

The National Society and the ICRC will continue to work together to provide humanitarian assistance for Malian refugees and their host communities, other migrants, and people in violence-prone or violence-affected areas (see Civilians). The ICRC will help the National Society to develop its capacities in first aid; emergency preparedness and response; and application of the Safer Access Framework. The ICRC will
also help the National Society to strengthen its presence in Bassikounou.

The National Society will be given funding and expert advice to gather support for itself – through communication campaigns, to attract volunteers, for instance – and to strengthen its legal base and the management of its financial and human resources. These efforts aim to help the National Society become self-sufficient.

The ICRC will enable National Society personnel to participate in the statutory meetings and various other events of the Movement, to exchange best practices and coordinate plans, particularly with regard to migration.

**PLAN OF ACTION AND INDICATORS**

- give the National Society material, technical and/or financial support for:
  - developing its operational and managerial capacities
  - applying the Safer Access Framework
  - training first-aiders and setting up Red Crescent youth clubs in schools
- help the National Society, through meetings organized for that purpose, to coordinate with Movement components in Mauritania and elsewhere in the Sahel
Present in Mozambique since 1976, the ICRC established a delegation in the country in 2021. It focuses on responding to the consequences of armed conflict in the northern part of the country. It promotes respect for IHL, other applicable norms and humanitarian principles, particularly in relation to the protection of people affected by conflict and violence. With the Mozambique Red Cross, it enables people to restore contact with their families and ensures that they have access to water, health care and other essential services, as well as livelihood support. It also visits detainees to monitor their treatment and living conditions.

**ASSISTANCE TARGETS**

**CIVILIANS**

- **ECONOMIC SECURITY**
  - Food production: 34,000 people
  - Income support: 21,500 people
- **LIVING CONDITIONS**: 25,000 people

**WATER AND HABITAT**

- Water and habitat activities: 34,255 people

**HEALTH**

- Health centres supported: 13 structures

**PEOPLE DEPRIVED OF THEIR FREEDOM**

- Water and habitat activities: 2,250 people

**WOUNDED AND SICK**

- Hospitals supported: 4 structures
- Water and habitat activities: 3 structures

**BUDGET IN KCHF**

<table>
<thead>
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<th>Category</th>
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</tr>
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<tbody>
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<td>Protection</td>
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<tr>
<td>Assistance</td>
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<td>Prevention</td>
<td>3,167</td>
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<td>Cooperation with National Societies</td>
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<tr>
<td>General</td>
<td>170</td>
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</tr>
<tr>
<td>Of which: Overheads</td>
<td><strong>1,234</strong></td>
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</tbody>
</table>

**PERSONNEL**

- Mobile staff: 34
- Resident staff: 140
**SITUATION**

- In the province of Cabo Delgado in northern Mozambique, Mozambican forces – supported by foreign troops, including personnel from the South African Development Community Mission in Mozambique – continue to conduct operations in response to attacks by an armed group. Sporadic attacks attributed to the armed group also occur in the neighbouring provinces of Nampula and Niassa. Reportedly, arrests are made in connection with the conflict.
- The conflict and the increasing frequency of climate emergencies threaten the country’s economy and food security. The demand for liquefied natural gas in Cabo Delgado has risen – because of fuel shortages brought about by the international armed conflict between the Russian Federation and Ukraine – but security issues impede the development of gas fields in the area.
- Many displaced Mozambicans seek refuge in communities within Cabo Delgado or the neighbouring provinces; others cross the northern border to the United Republic of Tanzania (see Nairobi), where their status remains uncertain.
- Migrants, including those fleeing armed conflict and other situations of violence elsewhere in the region, continue to pass through Mozambique on their way to South Africa or other countries.
- In central Mozambique, implementation of the 2019 peace agreement between the government and the Mozambican National Resistance is in progress.

**HUMANITARIAN CONCERNS**

- Civilians bear the brunt of the ongoing conflict: many are wounded or killed, subjected to abuse or psychologically traumatized. Families are separated, or their members detained, during armed encounters; women and children are particularly vulnerable to sexual violence and other abuse.
- The IOM estimates that about 950,000 people have been displaced by the conflict. Repeated displacement makes it hard for them to sustain or restore their livelihoods. Droughts and cyclones can destroy crops and make farming more difficult.
- Many IDPs stay in host communities or camps, where poor living conditions put people at risk of diseases such as COVID-19 and cholera. Health facilities and providers of utilities, already overstretched, struggle to deliver adequate services to the large numbers of displaced people and other conflict-affected civilians.
- Displaced people returning to their homes are often confronted with badly damaged houses and infrastructure, and inaccessibility of basic services.
- Living conditions at places of detention can be challenging with authorities facing numerous constraints to ensure that detainees’ basic needs are covered accordingly.
- Members of families dispersed by the conflict, migration, natural disasters, detention or other circumstances are often unable to maintain contact. Some of them have no news of missing relatives.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- strengthen dialogue with the authorities and weapon bearers on securing respect for IHL and other applicable norms; urge them to integrate these norms into their decision-making and operations;
- pursue closer engagement with conflict-affected communities in Cabo Delgado, to understand their needs more fully and to increase their involvement in designing projects for their benefit; open up their access to water, health care and other essential services, and to livelihood opportunities;
- seek access to all detainees within its purview; urge the authorities to ensure that the treatment and living conditions of detainees meet internationally recognized standards;
- reconnect family members separated by conflict, detention or migration; help strengthen local capacities in forensics and reiterate to authorities the need to clarify the fate of missing people;
- interact with government officials, weapon bearers and influential members of civil society, to broaden acceptance and support for the Movement, and ensure the ICRC’s access to people in need; and
- give the Mozambique Red Cross Society support for developing their capacities and/or conducting their activities, especially with regard to restoring family links and emergency response.

The ICRC will open a new office in Mueda to increase its proximity to conflict-affected communities in northern Cabo Delgado.
**ICRC ACTION**

**CIVILIANS**

Objective: People are respected and protected under applicable law. They can cover their basic needs. Members of families dispersed by displacement, migration or other circumstances are able to restore and/or maintain contact. Families learn the fate of missing relatives.

Urging protection for IDPs and other violence-affected people

The ICRC will continue to monitor the situation in conflict-affected areas, particularly Cabo Delgado. It will sustain its activities for IDPs and host communities in Ibo, Montepuez and Pemba, and seek closer engagement with conflict-affected communities in the northern districts of Macomia, Mocímboa da Praia and Mueda. It will broaden awareness of its activities and gather support for them, with a view to gaining and/or maintaining safe access to people in need.

The ICRC will seek or strengthen dialogue with authorities, and with military/security forces, foreign troops and other weapon bearers, in order to remind them of the necessity – under applicable law – of upholding respect for civilians’ rights, particularly the rights of IDPs, residents of host communities, migrants and other vulnerable groups. It will urge the authorities to protect these civilians from unlawful conduct, and to ensure that they are able to obtain basic services and pursue their livelihoods, without undue restrictions on their movement. The ICRC will also draw the authorities’ attention to various issues of concern: sexual violence; the well-being of children; the safety of migrants; and the protection due to those seeking or providing health care. It will remind weapon bearers of their obligations under IHL, international human rights law, and other applicable norms, particularly with regard to the conduct of hostilities.

In line with its community-based approach to protection work, the ICRC will intensify its engagement with people in conflict-affected areas to understand more fully their safety-related concerns and coping strategies; it will carry out activities to develop or strengthen these coping mechanisms. It will work with these communities and the authorities to ensure that victims of violence have access to the assistance they require, including mental-health and psychosocial support.

Developing resilience in conflict-affected communities

The ICRC will interact more closely with communities in northern Cabo Delgado, in order to understand their needs more fully and adapt its activities accordingly. IDPs, returnees and vulnerable families from host communities will be given cash and material aid to cope with or build their resilience to the effects of violence, and to become more self-sufficient – for instance, through farming, fishing and other livelihood activities. Where necessary, relief aid distributed with the Mozambique Red Cross Society will help these people to cover their immediate needs.

In coordination with the health ministry, the ICRC will bolster the capacity of health facilities, including a mobile clinic, to provide good-quality curative, preventive and antenatal/postnatal care in conflict-affected communities. Comprehensive ICRC support will contribute to ensuring that these facilities, and their services and staff, meet international standards. Health authorities will be given support to strengthen administrative and managerial capacities, in preparation for their eventual takeover in running the ICRC-supported mobile clinic. Health staff will be briefed on key aspects of the Health Care in Danger initiative to help ensure the safe provision of medical care. The ICRC will stand ready to support more health centres during emergencies.

To help check or prevent outbreaks of water-borne disease, the ICRC will strive to ensure that clean water is more widely available to IDPs and in host communities. It will construct or make durable repairs to vital infrastructure, and train selected community members to operate and maintain them, with a view to making water-supply systems, in particular, more resilient to the effects of violence.

Helping members of dispersed families to reconnect and/or learn the whereabouts of missing relatives

With the ICRC’s help, members of families separated by armed conflict or other violence, migration, detention or natural disasters will be able to reconnect. The ICRC will work with the National Society to provide family-links services for displaced people and migrants; it will follow up tracing cases and where appropriate, assist in reuniting separated families. It will help the National Society to take on more work to restore family links, in line with data-protection standards, and publicize these services. It will continue to monitor the situation of migrants, in coordination with the IOM and the UNHCR.

The ICRC will seek to strengthen local capacities in managing and identifying human remains: it will organize courses and/or provide material support to the authorities, military and police personnel, forensic professionals and first responders.

Addressing the mental-health needs of conflict-affected people

In coordination with the National Society, the ICRC will assess the mental-health needs of conflict-affected people and help to alleviate their emotional and psychological distress. It will strive to ensure that victims of violence – in particular, children and victims/survivors of sexual violence – can obtain psychosocial support at ICRC-supported health facilities. It will strengthen the ability of health personnel to identify patients in need of such assistance and refer them to ICRC-trained counsellors or other appropriate service providers.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- engage authorities and weapon bearers in dialogue; make confidential oral and/or written representations to remind them of their responsibilities under IHL or other applicable law
- conduct dissemination and/or training sessions for weapon bearers on the conduct of hostilities; during these
sessions, discuss sexual violence, detention (see People deprived of their freedom) and other matters related to protection

- organize workshops for community members on self-protection, including against sexual violence; collect their views on ICRC activities carried out for them

- refer children and victims/survivors of sexual violence to other humanitarian organizations or service providers that can address their needs (e.g. cash assistance, mental–health and psychosocial support)

PROTECTION OF FAMILY LINKS

- draw the authorities’ attention to the safety–related concerns of migrants; remind them of families’ right to know the fate of missing relatives

- help foreign detainees to notify their consular representatives of their detention; when requested to do so, issue and/or convey official documents, such as attestations of detention and travel documents, to those who need them

With the National Society:

- offer RCMs, phone calls and other family–links services to people separated from their relatives, in line with data–protection standards; in addition:
  - promote the use of the toll–free hotline that provides information and collects people’s reactions to family–links and other services
  - maintain the network of other actors and service providers that can help to address the needs of separated families

- provide tracing services, including tracing through photographs, to families searching for missing relatives

- in coordination with pertinent authorities and other humanitarian organizations, assist unaccompanied children and other vulnerable people to reunite with their families and/or facilitate their repatriation

FORENSICS

- organize courses or training in managing human remains – including during disasters – for first responders and others (e.g. the authorities, weapon bearers and forensic professionals)

- provide medico–legal facilities with basic equipment

- sponsor forensic professionals to attend regional meetings and events that aim to strengthen forensic services in participating countries

ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food production</th>
<th>Income support</th>
</tr>
</thead>
<tbody>
<tr>
<td>34,000 people</td>
<td>21,500 people</td>
</tr>
</tbody>
</table>

- enable up to 6,800 households (34,000 people) to produce more food, by giving them supplies and tools for farming and/or fishing

- give up to 4,300 households (21,500 people in all) cash to help them pursue livelihood opportunities and earn money to meet their basic needs

- together with the National Society, distribute essential household items (e.g. blankets, mosquito nets) to up to 5,000 households (25,000 people)

WATER AND HABITAT

<table>
<thead>
<tr>
<th>Water and habitat activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>34,255 people</td>
</tr>
</tbody>
</table>

- broaden access to clean water in places with large IDP populations (to benefit some 34,000 people): drill boreholes, install hand pumps, create autonomous solar–powered systems for water distribution, and – together with the national urban water–supply service – complete the expansion of the water system to cover the southern part of the city of Montepuez; expand water–supply infrastructure in returnee areas, whenever possible

- improve waste management at health facilities supported by the ICRC

With the National Society:

- together with community leaders and pertinent authorities, train some 250 people – members of local water committees and water technicians – to operate and maintain water facilities; incorporate hygiene promotion in the sessions with the water committees

HEALTH

<table>
<thead>
<tr>
<th>Health centres supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 structures</td>
</tr>
</tbody>
</table>

- provide up to 11 health facilities, including a mobile clinic, with medical supplies, equipment and staff training; refer patients for advanced or specialized care (see Wounded and sick)

- during emergencies, be ready to supply medicine, equipment and consumables to up to two more health centres

- give the health authorities expert guidance and material support (e.g. fuel, office equipment) to develop their ability to run the health facilities mentioned above

- train mental–health workers from the health ministry in diagnosing psychological conditions and in providing psychosocial support; enable community members and other helpers to identify people in need of such care and refer them to ICRC–supported health facilities

- conduct information sessions for health–care providers on key aspects of the Health Care in Danger initiative; produce informational materials on the subject, in local languages, for use in health facilities

With the National Society:

- together with health personnel, conduct information sessions in communities on measures to prevent the spread of water–borne and communicable diseases
SUPPORT FOR THE NATIONAL SOCIETY

provide guidance, financial and/or material support, and training for National Society staff and volunteers in responding to the safety-related needs of violence-affected people; promoting sanitation; managing relief operations; providing training to operate and maintain water infrastructure; and restoring family links, at all times, including during emergencies

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. Judicial guarantees are respected. Detainees are able to stay in touch with their families.

Monitoring detainees’ treatment and living conditions

The ICRC will continue to seek access to all detainees within its purview. It will therefore maintain its engagement with the authorities and gather support for its detention-related activities. Where it has access, it will visit detainees in accordance with its standard procedures. It will pay particular attention to detainees with specific needs (e.g. migrants, women and minors) and people detained in connection with the conflict, including those previously held by armed groups.

Discussions with the detaining authorities will focus on ensuring that detainees’ treatment and living conditions meet internationally recognized standards. The ICRC will support the authorities’ efforts to ensure the well-being of detainees – for instance, by upgrading prison infrastructure and helping them to diversify their diet. It will aim to strengthen the authorities’ ability to respond to detainees’ needs by providing expert advice in prison management and ad hoc material support.

The ICRC will strive to ensure that detainees are able to contact their families, either by providing family-links services directly or by helping the authorities to do so. It will also extend various forms of assistance to newly released detainees, so that they can return to their families in safety.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- seek access to all detainees within the ICRC’s purview; where it has access, visit people at detention facilities and communicate findings and recommendations confidentially to the authorities
- organize meetings and give pertinent authorities expert advice on these subjects: improving detainees’ treatment and living conditions, particularly the quality of health care and diet; facilitating family visits; and documenting and preventing ill-treatment, particularly in the early stages of detention
- draw the authorities’ attention to cases of women, minors, foreigners and other vulnerable detainees; provide material aid (e.g. clothes) to some of these detainees on an ad hoc basis
- help detainees to contact their relatives through family-links services
- provide guidance, financial and/or material support, and training for National Society staff and volunteers in responding to the safety-related needs of violence-affected people; promoting sanitation; managing relief operations; providing training to operate and maintain water infrastructure; and restoring family links, at all times, including during emergencies
- provide the authorities with technical assistance for improving prison management; sponsor some of them to attend relevant events in other countries
- provide seed and farming tools in support of prison farms, for the benefit of some 700 detainees
- renovate or construct kitchens and/or waste-management facilities at three prisons, to benefit some 2,000 detainees; train prison staff to maintain and make repairs at these facilities
- support the continuum of care and improving the quality of medical services
- provide emergency care and help transport patients from ICRC-supported health centres to nearby hospitals

ECONOMIC SECURITY

WATER AND HABITAT

- provide seed and farming tools in support of prison farms, for the benefit of some 700 detainees

WOUNDED AND SICK

Objective: Wounded and sick people have timely access to first aid, and to good-quality surgical and other medical treatment.

Supporting the continuum of care and improving the quality of medical services

The ICRC will reinvigorate its efforts to ensure that medical care is more widely available to wounded and sick in conflict-affected areas of Mozambique. Together with the Mozambique Red Cross Society, it will conduct first-aid training in communities, to help ensure that casualties of violence are stabilized until they can be taken to nearby ICRC-supported health centres (see Civilians). Patients needing advanced treatment will be transferred, with the ICRC’s help (e.g. fuel for ambulances), to rural or provincial hospitals that can provide the necessary care.

The ICRC will endeavour to develop public hospitals’ ability to deliver good-quality and equitable health care to IDPs and residents of host communities. To this end, it will provide hospitals in Cabo Delgado with expert guidance and regular donations of supplies and equipment, and make improvements to their infrastructure. For instance, it will renovate water, sanitation and electrical systems – solar-powered whenever feasible – and emergency rooms and other vital facilities. It will stand ready to increase this support during mass-casualty crises. It will organize workshops for medical professionals in wound surgery and other specialized areas.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE

- Hospitals supported
  - 4 structures

- provide emergency care and help transport patients from ICRC-supported health centres to nearby hospitals
A donate surgical and other medical supplies, and equipment, to up to four hospitals; provide surgical services for obstetric emergencies; support blood-donation campaigns to help meet local transfusion needs

A train medical personnel from the hospitals mentioned above in treating wounded people, including during mass-casualty situations

With the National Society:

A train community members in first aid and give them the equipment necessary

**WATER AND HABITAT**

Water and habitat activities

- 3 structures

A upgrade key facilities (e.g. emergency room, operating room) at the Mueda hospital; improve water, sanitation and/or electrical systems at two other hospitals, using renewable energy, whenever feasible

**ACTORS OF INFLUENCE**

Objective: National authorities, the police and the armed forces understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media, academics, NGOs and other influential members of civil society help foster awareness of humanitarian issues and IHL among key decision makers and the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

Reinforcing respect for IHL and other applicable norms

The ICRC will continue to pursue dialogue with government authorities and weapon bearers – in particular, Mozambican military and security forces, and foreign forces – with a view to securing their respect for IHL, human rights law and/or other applicable norms. Through dialogue, it will seek to help them understand the ICRC’s mandate more fully and seek also to gain safe access to conflict-affected communities. Armed forces and police personnel will be given expert guidance to strengthen their grasp of these norms, especially with regard to the conduct of hostilities, the use of force during security operations, and the proper management of human remains. The ICRC will help them to advance the integration of these norms, and international policing standards, into their training, decision-making and operations.

The ICRC will advocate – among the authorities, judicial officials, lawmakers and the national IHL committee – ratification and/or implementation of IHL and IHL–related treaties, such as the African Union Convention on IDPs and the Treaty on the Prohibition of Nuclear Weapons. It will urge pertinent authorities to ensure that impartial humanitarian operations are preserved from the adverse impact of sanctions and counter-terrorism measures.

**Broadening awareness of and acceptance for the ICRC and the Movement**

To secure acceptance for its neutral, impartial and independent humanitarian action, and influence discussion of humanitarian issues, the ICRC will promote humanitarian principles, IHL, and its own mandate and activities among academics, journalists and other key members of civil society. It will discuss with religious leaders and Islamic scholars – who have influence over communities and weapon bearers – the points of correspondence between IHL and Islamic law. It will also expand its engagement with conflict-affected communities, in order to monitor their needs, ensure that they know about the services that are available to them, and collect their views on the ICRC’s activities (see *Civilians*). Aided by the ICRC, the Mozambique Red Cross Society will strengthen its ability to communicate key humanitarian messages and broaden support for the Movement’s work.

**PLAN OF ACTION AND INDICATORS**

- organize meetings, discussions and other events – with authorities, military and police officials, and others – on the ICRC’s mandate and humanitarian activities; with the national IHL committee, give the national authorities expert advice for ratifying and/or advancing domestic implementation of IHL and IHL–related treaties

- guide military and police forces in integrating pertinent norms and standards into their training and operations; arrange dissemination sessions or discussions for personnel, particularly on the use of force

- engage religious leaders, academics and other civil-society figures on issues of humanitarian concern, and on the ICRC’s mandate and activities; produce informational materials on these subjects and arrange field trips or other events (e.g. training in humanitarian reporting for journalists)

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide the National Society with technical guidance and training for strengthening its capacity to publicize its work and the Movement’s activities (e.g. producing radio campaigns, posters), and for promoting vital provisions of IHL, on the proper use of the emblems protected under it, for instance

**RED CROSS AND RED CRESCENT MOVEMENT**

Objective: The Mozambique Red Cross Society has a strong legal basis for independent action. It is able to carry out its core activities effectively. The activities of all components of the Movement are coordinated.

The ICRC will reinforce its partnership with the National Society, in order to strengthen its response to the humanitarian needs of people in conflict-affected areas of Mozambique. It will seek to develop the National Society’s capacities in a number of different areas, such as emergency response, application of the Safer Access Framework, communication strategies and financial management. It will also provide the National Society with material and financial support to help ensure that its
activities are effective and carried out safely. The ICRC will coordinate its activities with other Movement partners in the country, in order to strengthen the collective response.

**PLAN OF ACTION AND INDICATORS**

- Update the existing partnership agreement with the National Society, in line with the Seville Agreement 2.0; organize training sessions, workshops and other events, on various subjects, for National Society staff and volunteers.
- Provide the National Society with financial, material and other support for its humanitarian activities; cover some of its operating costs (e.g. staff salaries, insurance for volunteers).
- Coordinate activities with the National Society and other Movement partners; sponsor representatives from the National Society to take part in Movement events outside Mozambique.
**NAIROBI (REGIONAL)**

**COVERING:** Djibouti, Kenya, United Republic of Tanzania

The ICRC’s regional delegation in Nairobi was set up in 1974. It has a dual purpose: first, to promote IHL and carry out operations in the countries covered, namely restoring contact between refugees and their families, protecting and assisting people injured, displaced or otherwise affected by armed conflicts or other situations of violence, visiting detainees of concern to the ICRC, and supporting the development of the National Societies; and second, to provide relief supplies and other support services for ICRC operations in central and eastern Africa, and further afield.

**BUDGET IN KCHF**

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<thead>
<tr>
<th>Budget Category</th>
<th>Amount</th>
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<tr>
<td>Assistance</td>
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<tr>
<td>Prevention</td>
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<td>Cooperation with National Societies</td>
<td>2,538</td>
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<tr>
<td>General</td>
<td>3,819</td>
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<td><strong>TOTAL</strong></td>
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*Of which: Overheads 1,425*

**PERSONNEL**

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<td>Resident staff</td>
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**ASSISTANCE TARGETS**

**CIVILIANS**

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<tr>
<th>Assistance Type</th>
<th>Target</th>
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<td>Income support</td>
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<tr>
<td>Living conditions</td>
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<tr>
<td>Water and habitat activities</td>
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**HEALTH**

<table>
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<th>Health Type</th>
<th>Support</th>
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<tbody>
<tr>
<td>Health centres supported</td>
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**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
<thead>
<tr>
<th>Habitat Type</th>
<th>Support</th>
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<tr>
<td>Water and habitat activities</td>
<td>3,060 people</td>
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**WOUNDED AND SICK**

<table>
<thead>
<tr>
<th>Care Type</th>
<th>Support</th>
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</thead>
<tbody>
<tr>
<td>Hospitals supported</td>
<td>1 structure</td>
</tr>
</tbody>
</table>

**PHYSICAL REHABILITATION**

<table>
<thead>
<tr>
<th>Rehabilitation Type</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects supported</td>
<td>4 projects</td>
</tr>
</tbody>
</table>
SITUATION

In Kenya, military and security forces continue to conduct operations along the coast and in north-eastern areas bordering Somalia, in response to attacks by groups reportedly affiliated with the Harakat al-Shabaab al-Mujahideen (better known as al-Shabaab). They also deal with communal violence in various parts of the country. Arrests are made during these operations.

Forces of the United Republic of Tanzania (hereafter Tanzania) carry out security operations along the country’s southern border, in connection with the conflict in northern Mozambique (see Mozambique).

Djibouti, Kenya and Tanzania host refugees, asylum seekers and other migrants, and displaced people, from the wider region: people who have fled Ethiopia, Somalia (see Somalia) or South Sudan for Kenya; Burundi, the Democratic Republic of the Congo, or Mozambique for Tanzania; and Eritrea, Ethiopia or Yemen for Djibouti. Some refugees are in camps; other people are living in urban areas.

Parliamentary elections are scheduled to take place in Djibouti in 2023.

HUMANITARIAN CONCERNS

Communities in coastal and north-eastern Kenya continue to endure injuries, deaths, displacement and disrupted livelihoods – the consequences of armed groups’ activities and the security operations conducted in response. Injuries and deaths often entail additional household expenses and, in many cases, mean the loss of a breadwinner. Displacement disrupts livelihoods and cuts people off from support networks. Climatic emergencies such as severe drought exacerbate the effects of violence. Communities face risks linked to sexual violence and the presence of mines and explosive remnants of war.

Communities in southern Tanzania are affected by security concerns resulting from the ongoing conflict in the Cabo Delgado province in northern Mozambique (see Mozambique). People who fled hostilities in Mozambique are taking refuge in these communities; their status in Tanzania remains uncertain.

In the three countries covered, members of families separated by migration, detention or other circumstances have difficulty staying in touch. Many migrants cannot afford mobile-phone services.

People in refugee camps and other migrants report protection-related issues, such as intensified movement restrictions within camps and instances of abuse in their countries of origin or on their journeys.

Every year, numerous migrants lose their lives during their passage through the region. In Djibouti, local institutions need assistance to manage migrants’ remains, identify them, and inform the families concerned.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

promote protection for people affected by conflict and other situations of violence, including migrants in all three countries covered and, in Kenya, people affected by the activities of armed groups and security operations; help to build their resilience, including to climate shocks;

visit detainees of concern to the ICRC at selected detention facilities in Kenya; help the Kenyan authorities ensure that detainees’ treatment and living conditions meet internationally recognized standards;

broaden awareness of issues of humanitarian concern among governments, supranational and multilateral organizations, religious leaders and the general public; strengthen support for the ICRC’s activities;

promote respect for IHL and other applicable norms; provide support for their integration into weapon bearers’ decision-making, and urge governments in the countries covered to incorporate key IHL provisions in domestic law; and

help the National Societies in the countries covered to develop their operational and organizational capacities, and promote coordination among Movement partners working in the region.

The regional delegation in Nairobi is a hub of vital importance to the ICRC’s operations in central and eastern Africa. It will continue to enable the ICRC to support the activities of ICRC delegations in nearly 30 countries – including in the management of protection-related data – and to seek to influence regional discussions and policies affecting humanitarian action. As in past years, neighbouring delegations will receive supplies through the regional logistics centre in Nairobi, and staff at the Djibouti mission will provide administrative and logistical support for the ICRC’s operations in Yemen.
ICRC ACTION

CIVILIANS

Objective: The basic needs of people affected by armed conflict or other violence are met. Members of families separated by migration or other circumstances are able to reconnect. Where appropriate, unaccompanied minors are reunited with their families. People receive information about missing relatives.

Promoting protection for violence-affected people

The regional delegation in Nairobi, together with delegations in neighbouring countries and in partnership with the pertinent National Societies, will continue to monitor the protection-related concerns of people affected by violence – particularly refugees, asylum seekers and other migrants – and people in areas where security operations are being conducted. It will help people mitigate risks to their safety, including sexual violence and weapon contamination. Allegations of violations of IHL and other pertinent norms will be documented and discussed with the parties concerned.

In Kenya, the ICRC will reiterate, to the authorities and to members of the military and security forces (see Actors of influence) that they must respect the rights of local communities during security operations and ensure their safe access to essential goods and services, including health care. The ICRC will also help the Kenyan Red Cross Society and the Tanzanian Red Cross Society to employ a protection-focused approach more systematically in their activities. Together with the Tanzanian Red Cross, it will seek to reach a fuller understanding of the situation in southern Tanzania. The ICRC will draw the attention of the authorities, security forces and community and religious leaders to the needs of the communities affected (see Actors of influence).

The ICRC will aim to increase its proximity to violence-affected communities and migrants in the countries covered, to learn more about their needs, get their feedback on its activities, and adapt its response as necessary.

Enabling members of dispersed families to stay in touch

The ICRC will continue to help the National Societies in the countries covered to provide family-links services, including during emergencies. These services will be adapted to match the diverse needs of refugees and other migrants, and other people separated from their relatives, in line with national data-protection standards. The National Societies and the ICRC will repatriate and/or reunite unaccompanied minors and other vulnerable people with their families, where appropriate, or find alternative solutions in coordination with other organizations. Together with the Kenyan Red Cross, the ICRC will continue to provide family-links services to people from Somalia, at the Dadaab refugee camp and in the suburbs of Nairobi. The National Societies concerned will receive ICRC support for boosting their preparedness to protect family links in the event of emergencies.

The ICRC will endeavour to increase awareness, among authorities and others, of the plight of missing people and separated family members and of the issues they face, with a view to urging them to address their multifaceted needs. In conjunction with the National Societies, it will help the pertinent authorities to develop mechanisms to prevent disappearances and family separation. The ICRC will help stakeholders to exchange best practices to this end.

To help prevent disappearances – particularly in connection with migration or violence – the ICRC, together with the pertinent National Society, will continue to help the authorities strengthen their medico-legal system, including forensic services, and their ability to manage human remains properly. In Djibouti, the ICRC will focus on helping the authorities to develop local capacities in managing human remains – particularly in the north, where maritime accidents and deaths take place frequently.

Helping violence-affected communities to develop their resilience

Together with the Kenyan Red Cross, the ICRC will continue to help communities in the coastal and north-eastern areas of Kenya – particularly Lamu County and the Ijara Sub-County of Garissa County – build their resilience to the effects of violence and climate shocks; whenever possible, it will expand its activities to other severely affected areas. The ICRC will help drought-affected people to diversify their sources of livelihood or find employment, in order to grow more food and/or earn more money. Together with local authorities and other partners, it will continue to broaden access for fishing, farming and beekeeping households to markets, government programmes and providers of financial services.

The ICRC will provide cash for vulnerable people affected by emergencies – such as outbreaks of violence or natural disasters in Kenya – to allow them to decide how best to meet their household needs. It will assess living conditions among people displaced by the violence in Mozambique and among the communities in southern Tanzania hosting them. The ICRC and the National Society concerned will distribute food to people living in remote drought-affected areas of Kenya and to migrants passing through Djibouti.

The Kenyan Red Cross and the ICRC’s other local partners will continue to carry out water projects in violence-affected communities – for instance, at health facilities and schools – to make safe water more readily available. The ICRC will maintain its support for these projects. It will train water-management committees and National Society personnel to operate and maintain water systems. In coordination with local authorities, it will devise solutions – use of solar-powered pumps and rainwater collection, for instance – to ensure a sustainable supply of clean water in these communities. As a complement to ICRC water projects in selected areas, it will promote sanitation and good hygiene among community members, including schoolchildren, and repair the premises of certain branch offices of the Kenyan Red Cross. The ICRC will stand ready to provide water to people affected by outbreaks of violence and other emergencies in Kenya and, with the Red Crescent Society of Djibouti, to migrants passing through the country.

The ICRC and the Kenyan Red Cross will assist the health ministry to manage and equip a mobile clinic to service sections of Kenya where the health system has been disrupted. Health
workers and communities will be told about legal provisions on the protection afforded to medical services and the right of safe access to medical care.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- discuss issues of humanitarian concern with national authorities and with military and security-forces personnel; organize workshops with security-forces personnel and Islamic circles (see below and *Actors of influence*) on addressing documented concerns related to the unlawful conduct against medical services

- with the National Societies, conduct workshops for members of violence-affected communities, particularly in Garissa and in southern Tanzania; listen to their safety-related concerns, and help them devise methods of self-protection and positive coping strategies; follow up with community members in Lamu who attended a similar workshop in 2021

- in Kenya, run radio spots about the humanitarian services available to communities; meet with community members to collect their views and suggestions, and adapt the ICRC’s activities accordingly

**PROTECTION OF FAMILY LINKS**

- in Djibouti, coordinate with other organizations responding to humanitarian needs along migration routes; discuss with the authorities ways to prevent family separation and disappearances among migrants

With the National Societies concerned:

- offer RCMs, phone calls, internet connectivity, tracing and other family-links services to people separated from their relatives by migration, detention or other circumstances; broaden awareness of these services through communication campaigns and other means

- identify, register and follow up unaccompanied minors and other vulnerable people; in Tanzania, where appropriate, reunite them with their families and/or facilitate their repatriation

- at their request, provide people with travel documents or attestations of detention, or help them obtain official/government documents

- give the authorities technical support for developing mechanisms to prevent family separation and disappearances; sponsor their attendance to local, regional or international events on the issue of missing people

**FORENSICS**

With the National Societies concerned:

- in Djibouti, provide expert guidance to the authorities in drafting policies and procedures in connection with managing human remains, or organize meetings on the subject

- where relevant, provide equipment and/or training for emergency responders to manage human remains properly; sponsor medico–legal professionals to attend advanced training in this area

**HEALTH**

| Health centres supported | 1 structure |

With the Kenyan Red Cross:

- provide technical and financial support, and medical supplies, for one National Society–run mobile clinic serving residents and displaced people in Kenya

- document violence against patients and health workers, health facilities and transport services

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>24,000 people</th>
<th>Food production</th>
<th>4,800 people</th>
</tr>
</thead>
</table>

| Income support | 10,810 people | Living conditions | 12,000 people |

With the National Societies concerned:

- distribute food parcels to up to 12,000 people (2,000 households) in remote drought-affected areas of Kenya, and cooked meals to up to 12,000 migrants passing through Djibouti

- in Kenya, enable up to 4,800 people (800 households) to grow more food, by:
  - providing drought-resistant seed for households
  - organizing training, and providing equipment and funding, for selected farmers, so that they can train others

- to help up to 10,810 people (1,802 households) in Kenya to increase their income:
  - provide equipment (including for storing and preserving the freshness of their produce), expert advice and training for fishermen and livestock owners; organize a forum to connect fishermen to potential investors
  - provide training, equipment and/or financial support for community–based livestock disease reporters and for livestock and beekeeping extension services; give savings and loan associations technical assistance and training
  - give breadwinners cash grants and organize, or cover the costs of, training for them in basic business or vocational skills

- provide up to 12,000 people (2,000 households) affected by violence and/or natural disasters in Kenya with cash for buying hygiene kits, cooking utensils, and/or other household essentials

**WATER AND HABITAT**

| Water and habitat activities | 35,864 people |

With the National Societies concerned:

- in Kenya, provide local partners with technical and financial support and training to build water systems, including at selected health facilities and schools – for up
to 23,414 people – and to develop their ability to operate and maintain these systems
A in selected areas where the ICRC carries out water projects, promote sanitation and good hygiene among up to 12,450 community members, including schoolchildren
A when necessary, distribute water for migrants passing through Djibouti and for people affected by emergencies in Kenya

SUPPORT FOR THE NATIONAL SOCIETIES
A provide technical assistance, training and/or funding to help the National Societies strengthen their capacities in:
- providing family-links services in accordance with the Movement’s standards for data protection
- working jointly with the ICRC to provide health care and economic assistance, and/or improve water facilities, in Djibouti, Kenya and Tanzania (see above)

PEOPLE DEPRIVED OF THEIR FREEDOM
Objective: People deprived of their freedom are afforded treatment and living conditions that meet internationally recognized standards. They are able to communicate with their relatives.

Monitoring detainees’ treatment and living conditions
The ICRC will seek to continue to visit – in accordance with its standard procedures – security detainees held under restrictive regimes in Kenyan prisons and other inmates, some with distinct needs. Afterwards, it will discuss its findings and recommendations confidentially with the authorities. Subjects of discussion will include the ICRC’s working methods, the importance of family visits, the living conditions of detainees, and instances of disappearances among inmates.

The ICRC will seek to cultivate dialogue with the Kenyan authorities aimed at finding solutions to systemic issues in prisons and promoting respect for judicial guarantees and procedural safeguards; it will offer them technical support to these ends. Together with the Kenyan Red Cross, it will help the authorities to improve detainees’ living conditions, protect staff and detainees against COVID-19, and broaden detainees’ access to health care. The authorities will also be given support for developing their ability to manage medical records in line with medical ethics and coordinate with the health ministry. Lessons learnt from health- and infrastructure-related pilot projects will be analysed together with the authorities, for potential expansion and replication at other detention facilities.

The ICRC will continue to provide, jointly with the Kenyan Red Cross, family-links services for detainees in Kenya.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM
A visit security detainees and other detainees within the ICRC’s purview in Kenya; register and individually monitor security detainees, including after their release; communicate findings and recommendations confidentially to the pertinent authorities
A organize workshops for senior prison officials on prison management, overcrowding in prisons, and the distinct needs of detainees; provide authorities with technical support for drafting pertinent strategies
A with the Kenyan Red Cross, provide family-links services for detainees
A document disappearances among detainees – for example by visiting their families; initiate dialogue with security agencies involved in arrests and pre-trial detention linked to counter-terrorism operations

HEALTH
A with the Kenyan Red Cross, whenever possible, provide equipment, training and technical assistance to:
- penitentiary authorities and staff, for piloting the installation and management of a medical database at three prisons
- health staff at up to three other prisons, for screening new detainees upon their arrival, maintaining detainees’ medical records, and delivering basic health care to detainees or referring them for specialized care

WATER AND HABITAT

With the Kenyan Red Cross:
A for the benefit of some 3,000 detainees, renovate water-supply and wastewater systems and/or sanitation, ventilation and other facilities; in particular, conduct a pilot project at one prison to make its kitchen more energy-efficient, for instance, by replacing firewood stoves with green-energy stoves, and installing solar water heaters
A give penitentiary authorities technical assistance for improving their provision of essential services and their infrastructure planning; sponsor their participation in regional workshops to this end

WOUNDED AND SICK
Objective: Trauma patients receive suitable medical and surgical care. People with physical disabilities have access to good-quality physical rehabilitation services.

Supporting local capacities in treating wounded people or people with disabilities
In coastal and north-eastern Kenya, people are often wounded in attacks by armed groups, or during security operations conducted in response to these attacks. With a view to helping ensure the availability of suitable care for wounded people, the ICRC will follow up on the plan of a hospital in Mombasa for dealing with mass-casualty incidents and, if necessary, provide support for another mass-casualty simulation exercise. ICRC consultants will visit the emergency department at a hospital in Garissa to conduct, together with the Kenyan Red Cross, an in-depth assessment and, where necessary, provide technical assistance and training, particularly for strengthening...
technical capacities among staff and developing contingency plans for mass-casualty emergencies. It will also continue to train local surgeons in war surgery, and seek to ensure that this training is formally recognized as part of their continuing professional development.

The ICRC will seek to promote the sustainability of the physical rehabilitation sector in Tanzania. It will focus on helping the authorities to strengthen capacities among physical rehabilitation professionals and students, while it phases out its own physical rehabilitation programme. Support will continue to be provided for an orthopaedic training centre, and for disability sports committees and organizations to promote disability sports.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- **Hospitals supported**
  - 1 structure

- **Projects supported**
  - 4 projects

**PHYSICAL REHABILITATION**

- **Projects supported**
  - 4 projects

**ACTORS OF INFLUENCE**

**Objective:** Political decision makers and all weapon bearers understand and respect IHL and other basic rules protecting people during armed conflict and other violence, and incorporate these rules in their decision-making. The media, NGOs and community leaders help broaden awareness of humanitarian issues and IHL, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work and that of the rest of the Movement.

**Cultivating acceptance for the ICRC’s work**

Nairobi is a regional hub for representatives of governments, supranational and multilateral organizations, and international media organizations and think tanks. To gain support for its work, the ICRC will continue to further understanding of its mandate and mission among political and Islamic leaders, representatives of the international community, and members of civil society; it will do so with the pertinent National Society whenever possible. It will draw attention – via social media and other means – to issues of humanitarian concern such as climate change, security, migration and forced displacement.

The ICRC will continue to urge the media to cover its activities and report on such issues as the plight of migrants, climate change and data protection. As in past years, the National Societies will be given support to strengthen their capacities in promoting IHL and the Movement.

In all three countries covered, the ICRC will seek community members’ views on its activities for them, and encourage their participation in developing responses to their needs (see **Civilians**).

**Promoting respect for IHL**

Djibouti and Kenya participate in military operations conducted by the African Union Mission in Somalia against al-Shabaab, and are member states of the Eastern Africa Standby Force. Kenyan and Tanzanian troops take part in peace-support operations in other countries. Djibouti hosts military contingents from several countries. In Kenya, military troops, as well as security forces, carry out law-enforcement operations in areas affected by communal violence.

The ICRC will continue to provide support for integrating IHL and other applicable norms into the doctrine, training and operations of weapon bearers active in the region. In addition to conducting predeployment briefings on IHL for troops bound for military or peace-support operations in other countries, it will seek to carry out post-deployment reviews.

The ICRC will help the national IHL committees in Djibouti and in Kenya, to advance the incorporation in domestic law of key provisions of IHL and IHL-related treaties – such as the Arms Trade Treaty, the Treaty on the Prohibition of Nuclear Weapons, and the Chemical Weapons Convention. It will seek to support IHL implementation in Tanzania. It will continue to promote scholarship in IHL among religious scholars in the countries covered, particularly in these areas: management of the dead, and the common ground between IHL and Islamic jurisprudence.

**PLAN OF ACTION AND INDICATORS**

With the National Societies concerned, whenever possible:

- **Protection**
  - meet with and/or organize events for national authorities, weapon bearers, representatives of the international community and religious leaders, academics, university students, journalists and community members

- **Assistance**
  - organize briefings, reviews, training sessions and train-the-trainer workshops, on IHL and other applicable norms, for military and security forces in the countries covered, and for weapon bearers from other countries operating in the region; sponsor senior officers’ participation in regional and extra-regional events on IHL and other applicable norms
give advice to the national IHL committees in Djibouti and in Kenya; enable some of their members to attend a regional event on IHL

give academics technical support for contributing to scholarship in IHL; sponsor religious scholars to attend advanced IHL courses in other countries, and provide them with pertinent publications in Arabic or Kiswahili

in Kenya, use radio spots to disseminate information on the ICRC services available, and other information of pertinence, to people affected by conflict and other violence

SUPPORT FOR NATIONAL SOCIETIES

provide training, funding and/or technical assistance to help the National Societies expand their capacities in public communication

RED CROSS AND RED CRESCENT MOVEMENT

Objective: National Societies in the region have strong legal bases for independent action and carry out their core activities effectively. Movement components in the region coordinate their activities and conduct them in a neutral, impartial and independent manner.

The Kenyan Red Cross delivers humanitarian assistance to people affected by violence or natural disasters, others in need, such as migrants, and detainees (see Civilians and People deprived of their freedom). The Djiboutian and Tanzanian National Societies are developing their ability to respond to emergencies, and are seeking to strengthen their management and governance. The ICRC will continue to provide the National Societies with support for their activities and for coordinating with other components of the Movement. In particular, the ICRC will help the Tanzanian National Society to bolster its capacity to respond to humanitarian needs in southern Tanzania. As in past years, the ICRC will cover some part of the National Societies’ operating costs, such as the salaries of key personnel, for instance, staff working in sections of Kenya most affected by violence.

Together with other Movement components, the ICRC will stand ready to support the provision of emergency medical care should the violence in Kenya intensify.

PLAN OF ACTION AND INDICATORS

provide the National Societies with technical assistance, training and/or funding, particularly for:

- incorporating the Safer Access Framework more fully in their working procedures
- improving their financial management

define the scope of National Society partnerships with the ICRC and other Movement components, including those in the wider region; sign partnership agreements for joint activities

with the Kenyan Red Cross and the Norwegian Red Cross, provide logistical support and material assistance for the deployment of a field hospital in the event of health emergencies in conflict-affected areas
The ICRC has been present in Niger since 1982. It seeks to protect and assist people suffering the consequences of armed conflict in the region, those affected by communal violence, and vulnerable migrants. It monitors the treatment and living conditions of detainees; promotes IHL among armed and security forces and other weapon bearers; and encourages its implementation by the national authorities. The ICRC works closely with the Red Cross Society of Niger and helps it develop its operational capacities.

BUDGET IN KCHF

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tr>
<td>Assistance</td>
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<td>Prevention</td>
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<td><strong>TOTAL</strong></td>
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Of which: Overheads 3,119

PERSONNEL

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<tr>
<td>Resident staff</td>
<td>322</td>
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</tbody>
</table>

ASSISTANCE TARGETS

CIVILIANS

- **Economic Security**
  - Food consumption: 265,713 people
  - Income support: 21,000 people
  - Capacity-building: 2,440 people

- **Water and Habitat**
  - Water and habitat activities: 258,920 people

- **Health**
  - Health centres supported: 22 structures

PEOPLE DEPRIVED OF THEIR FREEDOM

- **Economic Security**
  - Food consumption: 900 people
  - Living conditions: 3,000 people

- **Water and Habitat**
  - Water and habitat activities: 5,400 people

WOUNDED AND SICK

- **Medical Care**
  - Hospitals supported: 15 structures

- **Physical Rehabilitation**
  - Projects supported: 10 projects

- **Water and Habitat**
  - Water and habitat activities: 8 structures
**SITUATION**

- Armed groups active in nearby countries (see Burkina Faso and Mali) are also active in the Tillabery and Tahoua regions of Niger, while the armed groups known as “the Islamic State’s West Africa Province” and “Jama’atu Ahlis Sunna Lidda’awati wal-Jihad” are fighting for control over territory in the Diffa region of Niger and elsewhere in the Lake Chad area (see Chad, Nigeria, and Yaoundé).
- Niger engages in military operations against these groups by itself or with other countries, including with France or as part of the Multinational Joint Task Force. These military and security operations sometimes lead to arrests.
- Clashes have reportedly become more frequent and intense; communal tensions, especially in Tillabery and Tahoua, and criminality, particularly in the Maradi region, are compounding factors in all this violence.
- The violence has displaced hundreds of thousands of people within Niger or to neighbouring countries. The government’s efforts to enable IDPs to return home have been hindered by volatile security conditions.
- Niger faces various climate risks, such as drought or floods.
- Migrants on their way to North Africa and Europe pass through Niger, particularly the Agadez region.

**HUMANITARIAN CONCERNS**

- Civilians face the risk of property damage, injury and/or death due to the violence. Weapon bearers reportedly commit abuses, such as attacks against providers of health care or humanitarian aid, and sexual violence; they are not always familiar with the laws governing the conduct of hostilities. Migrants passing through Niger are at risk of human trafficking and other forms of abuse.
- Many people are dealing with food insecurity due to the combined effects of armed conflict and climate risks. The fighting has forced people to abandon their fields or destroyed their crops, and drought has affected harvests and the availability of pasture. Violence has also disrupted commerce, making it even harder for IDPs and residents – especially women heads of household, and people with physical disabilities – to pursue livelihoods.
- IDPs and residents of violence-affected areas lack access to health care, water and other essential services, as existing facilities, often inadequate or badly maintained, are already overstretched. Wounded people often require first aid and subsequently, more advanced treatment, but some facilities are unequipped to offer the care they need; in addition, hospitals may be far away. Some victims of violence may also be experiencing mental–health issues.
- Families dispersed by displacement, migration, detention, or other circumstances need help to contact one another. In these circumstances, people also go missing, and their families require psychosocial and other support to deal with the consequences.
- Overcrowding in prisons, still a major issue of concern, continues to affect detainees’ living conditions, particularly their access to health care and a nutritious diet. Families in remote areas cannot easily visit their relatives.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- Foster respect for people’s rights under IHL and other pertinent norms through dialogue with all parties concerned; engage and work with communities to better understand their needs, and the risks to their safety, and incorporate this information in activities for them;
- Help people affected by the combined effects of conflict and climate risks to meet their needs by delivering more food aid; work with the authorities and other partners to help build communities’ resilience against the effects of conflict and climate risks by supporting livelihoods (especially herding and farming) and essential services;
- Expand efforts to facilitate communities’ access to essential services, including primary health care, surgery and physical rehabilitation, as well as water; begin offering mental health and psychosocial support for missing persons’ families and support for bolstering emergency responders’ first-aid capacities;
- Help members of dispersed families to reconnect or reunite, and/or get news of relatives from whom they have become separated – or who have gone missing – because of violence, migration or detention;
- Help authorities to improve the treatment and living conditions of detainees, especially those with specific needs, and to tackle systemic issues such as overcrowding, access to health care, and nutrition.
ICRC ACTION

CIVILIANS

Objective: People’s rights are respected by the authorities and weapon bearers, as required by applicable law. Those affected by armed conflict or other violence can cover their basic needs, revive or preserve their livelihoods, and obtain essential services. Members of dispersed families, including migrants and children, restore and/or maintain contact and, where appropriate, are reunited.

In response to the deteriorating situation, the ICRC will provide more food aid than it did last year; it will also support more health facilities (see below and Wounded and sick), particularly in Tahoua and Maradi, where it opened new offices in 2022.

Ensuring respect for the rights of people affected by conflict or other violence

The ICRC will continue to engage key parties in dialogue on violations of IHL or other norms reported by civilians, including migrants; allegations will be conveyed to the parties concerned, with a view to preventing their occurrence or recurrence. Discussions will focus on the lawful conduct of hostilities and use of force. In view of government efforts to facilitate the return of IDPs to their places of origin, the ICRC will continue to urge the authorities and others to ensure that displaced people wishing to return to their homes can do so in safety and receive some support to re-establish themselves.

Preventing and addressing sexual violence will be one of the key subjects of the dialogue mentioned above, of information sessions for weapon bearers (see Actors of influence), and in discussions with communities to identify risk-mitigation strategies. The ICRC will also refer victims/survivors to other organizations for assistance, and include them in its programmes, as necessary.

The ICRC, together with the authorities and other parties concerned, will endeavour to work with communities to identify the risks to their safety and develop mitigatory strategies (see Economic security under Civilians). It will also seek greater engagement with violence–affected people on a broader level through such means as radio programmes, social media and messaging apps, and the community contact centre opened in 2022. The goal of this engagement is to better understand their needs and concerns, and enable them to more easily communicate their views and suggestions, so that the ICRC can adapt its approach as needed and respond to their needs more effectively.

Helping people affected by violence and climate risks to meet their needs and pursue agriculture

To help IDPs, returnees and others meet their immediate needs, the ICRC will distribute emergency relief in areas affected by violence and/or natural disasters and climate risks, mainly in Agadez, Diffa, Tahoua and Tillabery. Where local markets are functioning, or where the ICRC can set up temporary markets, the groups mentioned above will be given cash or e-vouchers to buy food or other goods; this approach will allow them to prioritize their needs themselves.

The ICRC, in conjunction with the National Society and local authorities, will help violence–affected communities in the aforementioned regions to recover from and build their resilience to the combined effects of violence and climate risks. More specifically, it will focus on helping them to produce food by providing direct support in the form of livestock vaccination campaigns to maintain their herds’ health and productivity, and distributions of seed, fodder and other supplies. In addition, the ICRC will provide support for seed and fodder banks, so that these supplies are available to people at prices they can afford, even during the lean season. Some farming households will also be given food during the “hunger gap” between harvests, to help obviate the necessity of consuming planting stock.

The ICRC will also work closely with certain groups in the aforementioned regions – IDPs with access to land, residents of host communities, and returnees – to make farming more sustainable despite climate risks: for instance, it will help them to develop innovative agricultural methods (e.g. for protecting their crops against erosion and flooding). Households that practise transhumance – the seasonal transfer of grazing animals between pasturelands – will be helped to devise and implement means of coping with the threats to their livelihoods, such as climatic shocks and increasingly limited access to suitable land and other resources.

In Agadez, Maradi, Tahoua, and Tillabery, violence–affected households – including women-led households – will be given cash to help them cover their basic expenses, and opportunities to start their own businesses or to earn money in other ways.

Improving communities’ access to essential services

The ICRC will step up its support for primary–health–care centres run by the health ministry: two more facilities, in Maradi, will be assisted, bringing the total of ICRC–supported centres to 17. This support will aim to ensure that people affected by conflict or other violence – especially, displaced people, young children, and pregnant or lactating women – can obtain good–quality preventive and curative care and victims of violence receive the necessary medical attention.

Some facilities will be given support for stabilizing patients and evacuating them to hospitals for advanced care (see also Wounded and sick). Two clinics run by Movement partners provide health care and psychosocial support for migrants; the ICRC will also give these facilities some support.

This year, the ICRC will also begin to offer mental–health and psychosocial support – to the families of people whose relatives are missing in connection with the violence, and to victims/survivors of sexual or other violence – at selected facilities.

Together with local authorities, the ICRC will continue to build wells and upgrade water infrastructure, particularly in areas where displaced people and/or migrants have gathered: for instance, urban areas of Diffa hosting large numbers of displaced people, and remote sections of Tillabery. Some of these water systems also serve health facilities. The ICRC will also build sanitation facilities at Koranic schools in Agadez, Maradi and elsewhere. The National Society, together with the ICRC, and with the ICRC’s support, will promote good hygiene...
among these groups, to help them protect themselves against disease.

**Helping people to obtain news of relatives**

Family-links services provided by the ICRC will enable members of families dispersed by violence, migration or detention to restore or maintain contact. Together with the National Society, the ICRC will work to make these services more widely known in communities so that more people can benefit. It will also help the National Society to develop its family-links capacities.

The ICRC will endeavour to help strengthen local forensic and medico-legal capacities, in order to increase the likelihood of identifying those who die in clashes or on the migration route, and ultimately, to increase the chances of notifying their families. To this end, it will back the work of an interministerial committee that oversees the authorities’ efforts to improve the management and identification of human remains, and provide forensic professionals and first responders with support for building their capacities and carrying out their work.

In its dialogue with various stakeholders, the ICRC will emphasize the need to prevent family separation due to violence and the necessity of upholding families’ right to know the fate of missing relatives.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- Document allegations of unlawful conduct against civilians, and discuss them with the authorities, senior officers of the military and security forces, commanders of armed groups, and others concerned
- Conduct briefings for Nigerien forces, including those being deployed to other countries or to border areas
- Help communities, through workshops or other means, to identify and implement ways to mitigate safety risks
- Engage with violence-affected people via traditional and social media and the community contact centre

**PROTECTION OF FAMILY LINKS**

- Draw the attention of the authorities and others to the needs of missing persons’ families, and urge them to take steps to address these needs; organize events to make the families’ plight more widely known
- With the National Society:
  - Broaden awareness of the necessity of preventing family separation, through dialogue with stakeholders
  - Provide RCMs and phone services to members of families dispersed by violence, migration or detention; where appropriate, and in coordination with others, help minors rejoin their relatives
  - Offer tracing services to help families learn the fate of missing relatives
  - Publicize the Movement’s family-links services through communications campaigns

**FORENSICS**

- Give the authorities, including members of an interministerial committee, expert advice on managing and identifying human remains
- Organize specialized training for forensic and medico-legal professionals; sponsor them to attend courses in other countries
- Give first responders basic equipment and training; help renovate morgues (see Water and habitat under Wounded and sick)

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Food production</th>
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<tbody>
<tr>
<td>265,713 people</td>
<td>564,900 people</td>
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</table>

<table>
<thead>
<tr>
<th>Income support</th>
<th>Living conditions</th>
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<td>21,000 people</td>
<td>70,000 people</td>
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<table>
<thead>
<tr>
<th>Capacity-building</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,440 people</td>
</tr>
</tbody>
</table>

- Provide heads of household (supporting up to 21,000 people in all) with cash grants and training or other support for starting income-earning activities, or temporary employment in cash-for-work projects

With the National Society:

- Distribute household items (soap, cooking utensils, etc.) to up to 10,000 households (70,000 people) affected by conflict or other violence and/or natural disasters
- Ensure that up to 265,713 people have enough food, by:
  - Providing rations, cash, or e-vouchers for up to 248,213 recently displaced people, farmers and others affected by violence and/or natural disasters; where necessary and feasible, set up temporary markets where people can buy food and other goods using the e-vouchers
  - Donating material and technical support to cereal banks serving 17,500 people
- Enable up to 564,900 people in Agadez, Diffa, Tahoua and Tillabery to produce more food, more sustainably; to that end:
  - Together with the livestock ministry, vaccinate animals belonging to households in Diffa (168,000 people) and in the other three regions (280,000 people); train and equip community-based animal-health workers, and build facilities for herders (see Water and habitat)
  - Provide seed for fodder banks, or directly to households wishing to grow their own fodder, to benefit 5,600 people in Diffa and 13,300 people elsewhere; organize related training
  - Give seed for staple crops, tools and other supplies for farming to households in Diffa (up to 42,000 people) and elsewhere (35,000 people); offer them technical expertise for improving their agricultural methods
  - Offer technical support, via workshops or other means, to households practising transhumance (7,000 people in Diffa and 14,000 elsewhere)
- Build the capacities of 2,440 people (940 in Diffa and 1,500 elsewhere) – by organizing training or on-the-job
instruction for women who head farming households, community–based animal health workers, and others – so that they can pursue livelihoods, offer related services to farmers or herders, or detect or diagnose malnutrition in children

WATER AND HABITAT

- make clean water available to up to 258,920 returnees, IDPs and members of communities hosting them, and to refugees and other migrants; to that end:
  - renovate or build water facilities in urban areas of Diffa for around 52,000 people
  - in remote/border areas of Agadez, Diffa, northern Tahoua and Tillabery, drill wells and build other water infrastructure for about 84,000 people; train community members to maintain this infrastructure
  - construct vaccination pens and watering holes for livestock, to benefit around 80,000 people in pastoralist communities
  - with the National Society, distribute hygiene kits, install latrines and carry out other infrastructural improvements, and conduct information sessions on good hygiene at selected Koranic schools, to benefit up to 10,920 people
  - in the event of an emergency, distribute hygiene kits to up to 32,000 people

- upgrade waste–management systems and other infrastructure at four health centres in Diffa, Tillabery, Tahoua and elsewhere

HEALTH

- provide up to 17 health–care centres with technical and material support regularly: training for staff; supplies and equipment for primary health care, including vaccinations and antenatal/postnatal care; facilitate referrals from health facilities in particularly violent areas by funding them and supporting ambulance services

- in the event of an emergency, provide ad hoc support for up to five more health centres

- provide some support for Movement partners running two mobile clinics in Agadez and Arlit

- offer mental–health and psychosocial support to members of families whose relatives are missing in connection with violence (up to 1,000 people), and to victims/survivors of sexual or other violence (up to 120 people); offer training and other assistance – for the provision of such support – to National Society volunteers and to health staff at ICRC–supported health centres

SUPPORT FOR THE NATIONAL SOCIETY

- give the National Society material and infrastructural support to expand its capacities in referring people with protection concerns for appropriate care, providing family–links services, promoting good hygiene, managing human remains, and running economic–security projects

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that comply with applicable law and meet internationally recognized standards. Their judicial guarantees are respected.

While pursuing a formal agreement on prison visits, the ICRC will continue to visit – in accordance with its standard procedures – people detained by the authorities. It will pay special attention to security detainees; people formerly associated with armed groups; and women, children, foreigners and others with specific needs. The ICRC will seek to individually monitor detained minors formerly associated with armed groups, to help authorities ensure that their judicial guarantees are respected.

After visiting places of detention, the ICRC will communicate its findings and recommendations confidentially to the authorities, to help them improve detainees’ living conditions and treatment. It will continue to support the authorities’ efforts to address systemic issues such as overcrowding. For instance, it will counsel them in reinforcing respect for judicial guarantees and managing detainees’ files more efficiently, in order to help reduce the number of people held in pre–trial detention.

The ICRC will continue to facilitate family contact for detainees, prioritizing detainees with specific needs and detainees who have not been able to contact their relatives for some time. It will enable them to contact their relatives through the Movement’s family–links services, and help foreign detainees to notify their consular representatives of their arrest. People detained in connection with violence will be given some support for returning home after their release.

Assisting authorities’ efforts to improve penitentiary services

The ICRC will continue to make its expertise available to the authorities as they seek to improve the penitentiary system. Together with the authorities, the ICRC will help organize training for prospective prison staff in such areas as attending to the needs of detainees that face specific risks.

The ICRC will help the health, interior and justice ministries to work more closely together – including in the framework of the interministerial committee that it helped to set up last year – to ensure that people held by the authorities can obtain adequate health services. When gaps appear in the provision of services, the ICRC will supply additional material assistance. It will organize training for health staff in various aspects of health–care provision in detention, such as managing stocks of medicine and implementing national protocols for medical services.
At four of the most overcrowded prisons, the ICRC will provide support for prison staff; the aim is to improve detainees’ living conditions, while also giving the authorities examples to replicate at other places of detention. This ICRC support will include training in various areas of prison management – such as food-supply management – and provision of supplies and equipment. The ICRC will renovate sanitation facilities and/or water systems at prisons, and organize training for prison officials in their maintenance.

### PLAN OF ACTION AND INDICATORS

#### PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- **P** visit people detained by the authorities and, where possible, people held by international forces
- **P** engage penitentiary authorities, justice ministry officials and security forces in dialogue on detainees’ well-being; organize workshops for them and enable them to attend training in other countries
- **P** offer technical expertise for authorities’ efforts to make systemic improvements, such as setting up prison registries

#### PROTECTION OF FAMILY LINKS

With the National Society:

- **P** provide family-links services for detainees
- **P** give released detainees money to pay for expenses on their journey home, and other assistance as needed

#### HEALTH

- **A** help the justice, penitentiary, and interior ministries to oversee issues related to ensuring access to good-quality health care in detention; provide technical advice and training, and organize round tables and joint visits to detention facilities to foster collaboration
- **A** support the provision of health care to detainees in up to four prisons; more specifically:
  - organize training sessions for prison health staff, including on matters related to mental health
  - provide medical supplies and equipment, and therapeutic food, for treating critically ill and/or severely malnourished detainees
  - offer technical advice for treating malnourished detainees and others, and follow up these cases
- **A** help authorities monitor the potential for disease outbreaks, and if necessary, provide medical supplies or other support for dealing with one

#### ECONOMIC SECURITY

- **A** give penitentiary staff material and technical support for managing food stocks and monitoring detainees’ nutrition; provide training, tools and equipment to make food preparation and storage more efficient and sanitary, for the benefit of 3,900 people
- **A** provide supplementary food for 900 detainees who are malnourished or vulnerable to malnutrition (pregnant and lactating women, and detainees with HIV/AIDS or TB)

### WATER AND HABITAT

#### Water and habitat activities

- **A** at places of detention collectively holding around 5,400 people, help protect people against disease by conducting hygiene-promotion campaigns, and as needed, vector-control campaigns; make improvements to infrastructure, and organize training in maintenance for prison staff, to benefit up to 1,800 of the aforementioned detainees

### WOUNDED AND SICK

**Objective:** Wounded people receive adequate care. Persons with disabilities have access to good-quality limb-fitting services and physiotherapy.

**Supporting treatment for wounded people in violence-affected regions**

In its dialogue with authorities and with weapon bearers, the ICRC will emphasize the necessity of ensuring unhindered access to health care (see Civilians).

The ICRC will strive to ensure that wounded and sick people can obtain medical attention. To this end, it will begin to build first-aid capacities among those likeliest to be at the site of clashes: National Society volunteers, and weapon bearers. It will also support hospitals providing surgical and other higher-level medical care, so that people in the areas most affected by violence will have uninterrupted access to such services; three more hospitals (in Tahoua and Maradi) will receive support in 2023.

As some people needing urgent or higher-level care live far from hospitals, the ICRC will support referrals and cover medical and other expenses for those who cannot afford transport or treatment.

**Helping persons with disabilities to regain some mobility**

Persons with disabilities in Diffa and elsewhere in southern Niger, and in certain remote areas, will be able to receive good-quality rehabilitative services from ICRC-supported orthopaedic centres at two hospitals: the Niamey National Hospital and the Zinder National Hospital. The ICRC will also support the production of tricycles more suitable for the sandy terrain in these areas than conventional wheelchairs. The ICRC will endeavour to ensure that rehabilitation services are more readily available to people, including women, victims of violence and migrants. It will seek to identify obstacles to obtaining these services and find ways to overcome them, for instance by broadening awareness of these services in communities and arranging for mobile clinics in more remote areas. It will continue to provide support for associations that...
refer persons with disabilities in remote areas to the centres mentioned above.

The ICRC will seek to ensure the sustainability of rehabilitative services, mainly by helping more people to become certified physical rehabilitation professionals and by helping prosthetists/orthotists to expand their capacities. To this end, it will offer training opportunities to people working in ICRC-supported facilities and others. In addition, it will continue to urge various stakeholders to find ways to increase support for the physical rehabilitation sector as a whole, for instance, by creating a national working group on physical rehabilitation.

The ICRC will seek to advance the social inclusion of persons with disabilities by helping them to pursue livelihoods and by working with the national Paralympic committee to encourage and support their participation in sports. Infrastructural improvements to ICRC-supported centres will also include making them more accessible to disabled people.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- Hospitals supported
  - 15 structures
  - organize training in first aid, including train-the-trainer workshops, for up to 170 people; provide supplies to some of them
  - provide up to 10 hospitals in Diffa, Maradi, Tahoua and Tillabery with supplies, equipment, and other support for offering free surgical care; more specifically:
    - train health staff in emergency-room trauma care and other specialized areas
    - for patients and for the people accompanying them, cover expenses for transport, accommodation and food
  - in the event of an emergency, give support to up to five other hospitals

**WATER AND HABITAT**

- Water and habitat activities
  - 8 structures
  - upgrade the infrastructure at one hospital, four physical rehabilitation facilities, and three morgues

**PHYSICAL REHABILITATION**

- Projects supported
  - 10 projects
  - provide training, supplies and funds to enable two centres in Niamey and Zinder to ensure that free physical rehabilitation services are available to up to 820 people;
  - cover destitute patients’ expenses for transport, accommodation and food
  - support the production of tricycles for disabled people by backing the work of three associations in Agadez, Niamey and Zinder
  - help advance the social inclusion of up to 281 disabled people by providing support for vocational or other training, referring them to appropriate organizations, or organizing – together with three national associations of disabled people and other stakeholders – sporting and other events
  - hold meetings with various stakeholders – including members of two professional associations of physiotherapists, and prosthetists and orthotists, and members of a working group on physical rehabilitation – and give them expert advice for improving physical rehabilitation services throughout the country

**ACTORS OF INFLUENCE**

**OBJECTIVE**

The authorities and weapon bearers understand and respect IHL and other rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media, humanitarian actors and religious and community leaders help foster awareness of humanitarian issues and IHL among all those concerned, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

**Fostering acceptance for the Movement’s work**

Especially in areas most affected by conflict and other violence, the ICRC will continue to make it a matter of priority to improve access, for itself and for the Red Cross Society of Niger, to people in need of humanitarian assistance. It will reinforce its dialogue, on its mandate and on the Fundamental Principles, with local authorities, commanders of military/security forces and armed groups, and community and religious leaders, with a view to gathering their support for its activities and securing guarantees of safe passage. The National Society and the ICRC will seek, through radio spots and by other means, to raise public awareness and build understanding and acceptance of the ICRC’s mandate, the Fundamental Principles, and the Movement’s activities.

The ICRC will organize events for community leaders, international organizations, the media, and other influential parties to keep them informed of humanitarian issues in Niger and the region, and to cultivate their support for the Movement’s work.

**Ensuring that IHL and other international norms are more widely understood and respected**

The Nigerien military and security forces, including troops bound for operations in other countries, will continue to receive ICRC support to integrate IHL and international human rights law more fully into their standard operating procedures. The ICRC will enable commanders and instructors to attend training.

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
sessions and advanced courses. It will continue to support Nigerien security forces’ efforts to train their personnel to oversee the conduct of law enforcement operations and ensure that they meet international policing standards.

The national IHL committee and the ICRC will urge the domestic implementation of IHL–related treaties. They will counsel officials involved in drafting a law implementing the Arms Trade Treaty. The ICRC will also provide expert advice for key ministries – such as the justice ministry and the foreign ministry – on updating policies and laws covering other areas of concern to the ICRC, such as ensuring protection for civilians.

The ICRC will keep up efforts to interest influential members of civil society in IHL. Various events will be held, with the help of local universities and others, for students and for academics, who advise policymakers and may one day become policymakers themselves. Events will be organized for religious leaders, including teachers at Koranic schools, to discuss the common ground between IHL and Islamic law; events will also be organized for journalists and members of human rights organizations.

**PLAN OF ACTION AND INDICATORS**

- **Protection**
  - arrange meetings with the authorities, commanders of military/security forces and armed groups, and community/religious leaders
  - organize briefings, round tables and other events on IHL and human rights law for weapon bearers; enable senior officers and trainers to attend workshops and advanced courses in Niger and elsewhere, and offer expert advice for efforts to integrate IHL and other pertinent norms into their procedures
  - conduct briefings, round tables and other events on IHL for government officials (e.g. judges and lawmakers), or sponsor them to attend regional IHL conferences or other events
  - enable law students and professors to participate in moot court competitions and seminars; organize events for religious scholars
  - broaden awareness of the Movement and its activities, and of humanitarian issues, though communication campaigns; produce informational materials in local languages
  - update journalists regularly on the ICRC’s activities, and organize field visits and workshops for them

**SUPPORT TO THE NATIONAL SOCIETY**

- give the National Society financial, technical and other support for its public communication; sponsor its legal adviser to attend a meeting of experts outside Niger

**RED CROSS AND RED CRESCENT MOVEMENT**

Objective: The Red Cross Society of Niger has a strong legal base and sufficient organizational capacity for independent action. It carries out its core activities effectively. The activities of all Movement components are coordinated.

The ICRC will continue to help the Niger Red Cross to bolster its operational capacities and to advance its organizational development. To help the Movement’s volunteers and staff to work in greater safety, it will support the National Society in applying the Safer Access Framework, and support other Movement components in security management.

The ICRC will give the National Society guidance in coordinating with government and UN agencies – particularly in connection with assisting migrants and displaced people – and with other National Societies in the region, to maximize the collective humanitarian impact.

**PLAN OF ACTION AND INDICATORS**

- **Civic**
  - give the National Society material, financial and technical support; more specifically:
    - provide technical support for implementing policies on the Safer Access Framework, and organize courses on it
    - cover insurance costs for volunteers
    - help the National Society to draft contingency plans for emergencies
    - train volunteers to administer first aid, manage economic–security activities, restore family links (see Civilians), and conduct communication campaigns (see Actors of influence)
    - give the National Society expert advice on personnel and financial management, and other matters
  - organize coordination meetings with National Societies and other humanitarian organizations working in Niger
  - advise other Movement components on security management, and facilitate coordination in this regard
Maiduguri. The Nigerian Red Cross Society and the ICRC provide seed and other farming supplies to help address food insecurity among conflict-affected households.

Active in Nigeria during the Biafran war (1966–1970), the ICRC established a delegation in the country in 1988. It seeks to respond to the needs of people affected by armed conflict and other violence throughout the country, particularly the conflict in the north-east. It visits detainees. It works closely with the Nigerian Red Cross Society and supports its capacity-building efforts in restoring family links and delivering other assistance. Working with the authorities, the armed forces, civil society and the Economic Community of West African States, the ICRC promotes awareness of IHL and its implementation at national level.

BUDGET IN KCHF

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Protection</td>
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<tr>
<td>Assistance</td>
<td>63,092</td>
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<tr>
<td>Prevention</td>
<td>9,433</td>
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<td>Cooperation with National Societies</td>
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<tr>
<td>General</td>
<td>329</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>91,166</strong></td>
</tr>
<tr>
<td>Of which: Overheads</td>
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PERSONNEL

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>134</td>
</tr>
<tr>
<td>Resident staff</td>
<td>704</td>
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</table>

ASSISTANCE TARGETS

**CIVILIANS**

<table>
<thead>
<tr>
<th>Type</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Security</td>
<td>Food consumption 84,700 people</td>
</tr>
<tr>
<td></td>
<td>Food production 704,920 people</td>
</tr>
<tr>
<td></td>
<td>Income support 101,802 people</td>
</tr>
<tr>
<td></td>
<td>Living conditions 60,000 people</td>
</tr>
<tr>
<td></td>
<td>Capacity-building 20 people</td>
</tr>
<tr>
<td>Water and Habitat</td>
<td>Water and habitat activities 659,500 people</td>
</tr>
<tr>
<td>Health</td>
<td>Health centres supported 16 structures</td>
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</table>

**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
<thead>
<tr>
<th>Type</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>Economic Security</td>
<td>Food consumption 5,600 people</td>
</tr>
<tr>
<td></td>
<td>Living conditions 12,800 people</td>
</tr>
<tr>
<td>Water and Habitat</td>
<td>Water and habitat activities 11,500 people</td>
</tr>
</tbody>
</table>

**WOUNDED AND SICK**

<table>
<thead>
<tr>
<th>Type</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>Medical Care</td>
<td>Hospitals supported 12 structures</td>
</tr>
<tr>
<td>Physical Rehabilitation</td>
<td>Projects supported 2 projects</td>
</tr>
<tr>
<td>Water and Habitat</td>
<td>Water and habitat activities 2 structures</td>
</tr>
</tbody>
</table>
SITUATION

- The protracted armed conflict between government forces, including members of the Multinational Joint Task Force, and the armed groups known as “the Islamic State’s West Africa Province” and Jama’atu Ahlis Sunna Lidda’awati wal-Jihad continues. Fighting remains intense in the north-eastern states of Adamawa, Borno and Yobe. The two armed groups also battle each other and attacks attributed to them are a frequent occurrence, particularly in rural areas. The armed conflict continues to affect the wider Lake Chad region (see Chad, Niger and Cameroon, under Yaoundé).
- Prolonged communal violence – mainly over natural resources that are growing scarcer because of climate change – remains a source of concern in the North Central region. Instances of violent crime, and fighting between armed groups and security forces, continue to increase in north-western Nigeria.
- In the south, violence linked to crime, disputes over crude oil, and secessionist movements persists. Refugees who have fled violence in Cameroon remain in south-eastern Nigeria (see Yaoundé).
- Rising inflation, the COVID-19 pandemic and shortages of basic goods – owing to poor harvests and the disruption of supply chains caused by the international armed conflict between the Russian Federation and Ukraine – have made staple food and basic services more expensive.
- People continue to be detained in connection with armed conflict or other situations of violence.

HUMANITARIAN CONCERNS

- Civilians and civilian property are subjected to direct and/or indiscriminate attacks. Sexual violence, forced recruitment, abductions, and attacks against health personnel and aid workers have all been reported.
- Millions of people have been displaced by the fighting, and have fled without any means of sustaining themselves. Because of the closure of several IDP camps in the north-east, some have returned to their places of origin, but others remain in protracted displacement in remote areas.
- Many IDPs move to urban centres or host communities, where resources are dwindling, water systems dilapidated and health facilities without the means to provide adequate treatment. People in camps endure overcrowding and a lack of water or sanitation facilities; many of them are women and children, who are especially vulnerable to abuse.
- Most sources of food or livelihood for residents and returnees have been destroyed by the fighting and/or affected by climatic events such as low rainfall or floods. The fighting and the presence of improvised explosive devices (IEDs) or landmines hinder access to homes, farms or markets for violence-affected people, and to communities in need for humanitarian actors. The combination of violence, climate change and high prices of goods and services has contributed to food insecurity and malnutrition, which particularly affect communities in the north-east.
- Many people, including Cameroonian refugees, have lost contact with relatives while fleeing. Tens of thousands of people have been reported missing, mainly in connection with the conflict in the north-east.
- Resources at places of detention are overstretched, making it difficult for the authorities to provide clean water, health care and other services, and exposing detainees to malnutrition and communicable diseases.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- deliver multidisciplinary responses to people’s needs, ensuring that they address people’s protection-related concerns and take into account their input; focus on areas where it has the most added value, such as hard-to-reach communities, and scale down its activities similar to those carried out by others, while bolstering local capacities;
- monitor the situation of people held in connection with armed conflict and other violence, and help the authorities to ensure that their treatment and living conditions meet internationally recognized standards;
- tackle the large number of missing-persons cases by helping local officials to resolve them and prevent disappearances; urge the authorities to support missing people’s families, while also delivering such support directly;
- enable people affected by violence, climate change and economic shocks to meet their basic needs, become more food secure and recover from or prevent malnutrition – by providing livelihood assistance and relief aid, and by supporting health facilities;
- reinforce dialogue with authorities, weapon bearers and community members, in order to urge respect for IHL and other applicable norms, broaden acceptance for the ICRC and gain safe access to people in need; and
- help the Nigerian Red Cross Society develop its ability to respond safely to needs created by armed conflict and other violence, and coordinate with other Movement components to deliver a coherent and comprehensive humanitarian response in Nigeria.
Objective: Civilians are respected by all parties to armed conflict or other violence, in accordance with IHL and other applicable law. They cover their basic needs, have access to good-quality health care, and can restore or sustain their livelihoods. Members of dispersed families are able to stay in touch and are reunited, where appropriate. People are informed of the fate or whereabouts of missing relatives.

The ICRC will respond in areas affected by conflict or other violence throughout Nigeria, particularly where it has the most added value: in hard-to-reach communities and in addressing protection-related concerns. It will work with and support the Nigerian Red Cross Society, government ministries and local service providers, and use alternative means of transportation, such as a helicopter, to reach otherwise inaccessible areas. It will consolidate its activities in the north–east, and work with the National Society to address protection-related concerns, food insecurity and health-related needs (see also Wounded and sick) in the north–west. Meanwhile, it will reduce its operations in the North Central and the south, where other humanitarian actors are present and where local service providers have been benefiting from ICRC support.

The ICRC will work to ensure that its programmes address people’s diverse needs and incorporate their views and suggestions. It will use its community contact centre and other means to engage with people, get their feedback on its services and communicate information that may be of use to them.

**Strengthening protection for violence-affected people**

The ICRC will enhance its dialogue with all parties to conflict and other violence on the concerns of the people affected, with a view to addressing these concerns and ending or preventing abuse. It will remind authorities and weapon bearers of their obligations under IHL, international human rights law and other applicable norms, particularly with regard to the conduct of hostilities, use of force in law enforcement operations, prevention of sexual violence, protection for medical services, and respect for the rights of IDPs, returnees, children and refugees. These matters will also be tackled during training sessions and other events for weapon bearers.

The ICRC will develop multidisciplinary responses for and with victims/survivors of sexual violence, IDPs and children, with a view to mitigating risks to their safety and reducing their dependence on harmful coping mechanisms. In addition to raising their concerns with the pertinent parties, it will assist them in meeting their specific needs (see below).

**Helping to build resilience to the effects of multiple crises on food security and livelihoods**

The ICRC will continue to enable IDPs, members of host communities, returnees and residents to meet their basic needs and bolster their resilience to the effects of violence, climate change and economic shocks. It will provide direct assistance to farmers and herders, while also helping to develop capacities among local service providers to do so themselves. It will assist households in pursuing income-earning activities and meeting their needs in a sustainable manner; particular attention will be given to households with victims/survivors of sexual violence, disabled people, missing breadwinners, and young people at risk of recruitment by weapon bearers. The ICRC will maintain its partnership with a Lagos-based non-profit organization to support young entrepreneurs in developing business ideas that could benefit their communities. As other organizations are distributing relief aid, the ICRC will continue to scale down its activities in this area and provide support only to fill gaps, for example, in remote areas receiving influxes of displaced people. Where markets are functioning, livelihood support and emergency relief will be provided through cash, to give recipients flexibility of choice and stimulate local commerce.

Multidisciplinary approaches will be used to provide a holistic response to people’s needs. The ICRC will continue to tackle malnutrition by providing food to those at risk, broadening awareness of preventive measures and supporting facilities treating severe cases (see below). ICRC irrigation projects will supplement other support for farmers.

**Bolstering the provision of basic services**

The ICRC will enable primary-health–care facilities to provide good-quality services to IDPs, members of host communities, returnees and violence–affected residents. These services will include reproductive and paediatric care, treatment for malnutrition and common diseases, specialized care for victims/survivors of sexual violence, and referrals to further care. In line with the Health Care in Danger initiative, the ICRC will continue to explain, to health professionals and community members, how to obtain or deliver health care safely and how to keep accurate records of attacks against health services for follow up with the pertinent parties.

In the north–east, the ICRC will carry out various health projects in response to the protracted conflict. It will maintain its scholarship programme for midwives from remote areas, with a view to strengthening reproductive care in hard-to-reach places. Together with a Swiss institute, the ICRC will help the Adamawa health authorities ensure the continued use of the ALMANACH (Algorithm for the Management of Acute Childhood Illnesses), an application that supports the delivery of care for children under the age of five. People in Adamawa and Borno will have access to mental–health and psychosocial support for coping with the effects of the conflict. Together with the Norwegian Red Cross, the ICRC will support the National Society in implementing community–level initiatives that address common health–related issues.

ICRC projects will make clean water, sanitation and shelter more readily available to IDPs, host communities, residents and returnees, and will ensure that key health facilities are functioning and able to serve them. Water projects will make use of solar power, where possible, to lower energy costs and make water systems more environmentally sustainable. In urban areas of the north–east, the ICRC will continue to help local water authorities strengthen the resilience of essential services to the effects of conflict. Together with the National Society, the ICRC will broaden awareness of measures to prevent or check the spread of communicable diseases such as cholera and COVID–19.
Reconnecting members of separated families and supporting missing people’s families

In coordination with other Movement components in the Lake Chad region, the ICRC will help people, including Cameroonian refugees, to restore or maintain contact with relatives separated from them by armed conflict or other violence and, when appropriate, to reunite with them. It will search for people more effectively, particularly in the north–east, by working with community and religious leaders to gather information, using digital tools to improve data analysis, distributing photos of those enquiring after missing people, and broadcasting on radio the names of people being sought. The ICRC will also broaden awareness of measures to prevent family separation during displacement.

The ICRC will continue to give the National Human Rights Commission and government ministries support for setting up and managing national mechanisms for handling missing-persons cases and supporting the families concerned. Its accompaniment programme – set up to provide a comprehensive response to the needs of missing people’s families – will be extended to more areas of the north–east and adapted for children whose relatives have gone missing. The ICRC will also seek to ensure that human remains are accounted for and eventually identified, thereby helping to prevent or resolve missing-persons cases. To that end, it will provide forensic professionals with training, supplies and infrastructural support. It will also help the health ministry, the National Emergency Management Agency, legislators and others – particularly through an interministerial committee set up to develop standards for managing human remains during emergencies – to establish or strengthen national systems for forensic work. Military personnel will be assisted to fulfil their obligations under IHL to manage properly the remains of those who were killed in the course of hostilities.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- Document alleged violations of IHL or other applicable norms and make written and/or oral representations to the parties concerned, reminding them of their obligations under applicable law; draw attention to these matters while training weapon bearers in first aid, IHL and other areas (see Wounded and sick and Actors of influence)

- Meet with IDPs, female breadwinners, children, disabled persons and other vulnerable people to discuss their needs and the support they require; develop projects with them to address these needs; where needed, refer children to service providers and/or give them direct support (e.g. family-links services, material assistance)

- Distribute printed materials containing important information such as risk-reduction measures and the phone number of the ICRC’s community contact centre; survey people’s concerns and what they think of ICRC activities via the community contact centre and other means

With the National Society:

- Strengthen referral mechanisms for victims/survivors of sexual violence; include messages in public communication (see Actors of influence) about the importance of obtaining treatment against sexual violence within 72 hours and of tackling the stigmatization of victims/survivors

PROTECTION OF FAMILY LINKS

- Provide psychosocial, legal, administrative and/or other support to missing people’s families, unaccompanied minors and separated children (see also Health below); help the families organize events to mark the International Day of the Disappeared; if feasible, give them support for establishing an association through which they can support one another

With the National Society:

- Offer family-links services (e.g. phone calls, RCMs, tracing)

- Where appropriate, reunite unaccompanied/separated children and vulnerable adults with their families; give them assistance (e.g. mental-health support, treatment for victims/survivors of sexual violence) or refer them for services

- Broaden awareness of preventive measures against family separation – particularly among women and children, who are at greater risk of abduction and sexual violence – through information sessions, leaflets, posters and other means

- Discuss prevention of family separation with the military, the police and other weapon bearers; impress upon authorities the necessity of meeting the needs of people separated from their families and of missing people’s families, and give them technical or other support to this end

FORENSICS

- Train forensic workers and military personnel in the proper management of human remains, particularly during emergencies; provide supplies (e.g. body bags, equipment) and infrastructural support (see below) for health facilities and forensic institutions; sponsor forensic professionals to attend meetings and courses in other countries

- Organize discussions, round tables and other events for forensic, health, legal, military and other authorities on the proper management and identification of human remains; give them expert advice in this regard, particularly for revising local medico-legal frameworks, drafting national policies and standards for managing human remains, formulating procedures for data collection and management, and adopting a national contingency plan for mass-casualty emergencies
**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th></th>
<th>Food consumption</th>
<th>Food production</th>
</tr>
</thead>
<tbody>
<tr>
<td>84,700 people</td>
<td>704,920 people</td>
<td></td>
</tr>
<tr>
<td>101,802 people</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Living conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>60,000 people</td>
<td></td>
</tr>
</tbody>
</table>

| Capacity-building      | 20 people          |

in cooperation with a Lagos-based non-profit organization, provide up to 67 young entrepreneurs (supporting 402 people) with seed money to set up small businesses that could also benefit their communities

With the National Society:

- give some 57,400 farming households (344,700 people) seed and tools (or cash or vouchers to buy them), mechanized equipment for processing crops, and/or training in good farming practices, to help them grow their own food

- help around 60,000 herding households (360,220 people) strengthen their food production: organize workshops for them on best practices in raising livestock and addressing related challenges, conduct campaigns to vaccinate their herds, and hold refresher training for animal-health workers in their communities

- give local government ministries training or material support to provide livelihood assistance to communities; in particular, train around 20 people to assist herders during emergencies

- give up to 3,900 vulnerable households (23,400 people) cash grants, supplies and/or training for starting or resuming their livelihoods and adding to their income

- provide some 84,700 people (14,000 households) with support for meeting their basic dietary needs: food rations for displaced households, supplementary food for children and pregnant/lactating women at risk of malnutrition, and training in detecting and preventing malnutrition for community volunteers, who can pass on this information to others

- help up to 13,000 households (78,000 people) supplement their incomes to meet their basic needs through cash grants or employment in cash–for–work projects to repair or build community infrastructure

- distribute blankets, tarpaulins, cooking utensils, mats, mosquito nets, hygiene items and/or other essentials to up to 10,000 displaced or returnee households (60,000 people) to help them improve their living conditions

**HEALTH**

<table>
<thead>
<tr>
<th></th>
<th>Health centres supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 structures</td>
<td></td>
</tr>
</tbody>
</table>

- provide comprehensive support for up to 16 primary–health–care facilities; more specifically:

- provide them with medical supplies and equipment, staff assistance (e.g. training, on-the-job mentoring, incentives), and logistical support for vaccination campaigns, on a regular basis; build managerial capacities in pertinent areas, such as the management of human resources and medical waste

- help refer victims/survivors of sexual violence, severely malnourished children and others in need of advanced or specialized care to secondary–level facilities (see also Wounded and sick)

- conduct information sessions on reproductive–health care for men in communities and women at the health centres

- provide mental–health and psychosocial support to around 1,710 community members – victims/survivors of sexual violence, children, wounded patients at an ICRC–supported hospital, and National Society volunteers – and to some 120 patients at one physical rehabilitation centre (see Wounded and sick); in particular:

  - train health staff, nursing students and “accompaniers” to provide services; with the Nigerian Red Cross, develop National Society and community volunteers’ ability to deliver support in communities, and instruct National Society volunteers in providing their colleagues with mental–health support

  - with the National Society, conduct information sessions in communities on the mental–health needs of conflict–affected people, and the availability of services so that they can seek help or refer others; publicize these services among patients at the ICRC-built physical rehabilitation centre (see Wounded and sick)

  - at their request, provide the Adamawa health authorities with technical or other assistance for supporting health staff in using the ALMANACH; provide assistance for improving the ALMANACH’s software

- in partnership with the health ministry and a local institution, provide scholarships for students enrolled in courses on health and midwifery in remote areas of north–eastern Nigeria

- with the Norwegian Red Cross, give National Society volunteers training and other support for conducting campaigns to detect and deal with malnutrition and other health issues, respond to outbreaks of communicable diseases and mitigate the risk of sexual violence and attacks on health workers and facilities

- conduct information sessions for health staff, local committees and community members on the Health Care in Danger initiative, so that they can report attacks against health services and take steps to protect themselves

With the National Society:

- provide ad hoc support – in the event of disease outbreaks, intensified hostilities or other emergencies – for up to eight of the primary–health–care facilities mentioned above
WATER AND HABITAT

**Water and habitat activities**

- Upgrade infrastructure at water–treatment plants in Maiduguri, and build water–supply systems or distribution points in urban areas of Adamawa, for some 130,000 people in all; provide the Borno State Ministry of Water Resources with technical support for implementing projects to improve the water supply in Maiduguri.

- Set up emergency shelters, rebuild houses, and/or provide construction materials for up to 18,500 people; repair or upgrade irrigation systems serving some 7,000 people.

- In the event of large–scale displacement or some other emergency, install water–supply systems and/or sanitation facilities for around 4,000 IDPs, members of host communities and others.

- Repair waste–management, water, electrical or other infrastructure at selected primary–health–care centres; help construct a health centre in an underserved community.

With the National Society:

- Repair or install water–supply systems, build latrines and conduct hygiene–promotion sessions for up to 500,000 people; train local water committees in installing and maintaining water systems.

- Set up structures offering family–links services, referrals for mental–health support and other assistance in remote communities; renovate or make repairs to essential facilities at selected morgues.

SUPPORT FOR THE NATIONAL SOCIETY

- Provide the National Society with training, on–the–job mentoring, supplies or other support for restoring family links in line with the Movement’s data–protection standards; implementing economic–security, water, shelter and sanitation projects; and constructing or making repairs at National Society offices in violence–affected areas.

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that comply with IHL, where applicable, and meet internationally recognized standards.

Helping the authorities to improve detainees’ treatment and living conditions

The ICRC will visit, in accordance with its standard procedures, people held by the Nigerian Correctional Service (NCS), the military and the police. Close attention will be given to particularly vulnerable detainees: women, minors, foreigners, people who are severely malnourished or mentally ill, and persons with disabilities. The ICRC will seek to gain access to all people held in connection with armed conflict or other violence.

To ensure that detainees’ treatment and living conditions meet internationally recognized standards, the ICRC will discuss issues of concern with detaining authorities and give them support for tackling these issues: respect for judicial guarantees; the specific needs of vulnerable detainees (e.g. feminine hygiene products for female detainees, separation of minors from adults); ensuring that detainees and their families are in contact; preventing sexual violence; and inclusion of detainees and staff in national vaccination campaigns against COVID–19. The ICRC will give the detaining authorities advice for setting up or bolstering health systems in detention, in coordination with the health ministry and other national health authorities. At the same time, it will help health staff strengthen their ability to provide services in line with medical ethics, particularly: medical screening upon arrival, for instance, to detect cases of COVID–19 and malnutrition; treatment for TB, HIV and other diseases prevalent in places of detention; and referrals for secondary care. The ICRC will also help the authorities ensure that detainees have reliable access to water, sanitation and other essential facilities; it will assist the NCS to strengthen its capacities in operating and maintaining prison facilities. Multidisciplinary approaches will be employed to tackle key issues: health and kitchen staff will be given training and material assistance, with a view to checking malnutrition; good health and hygiene will be promoted, in order to ensure sanitary living conditions and prevent the spread of disease.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- Visit detainees and communicate findings and recommendations confidentially to the authorities concerned; discuss with relevant authorities the possibility of securing access to all detainees within the ICRC’s purview.

- Organize meetings, workshops or training sessions on international human rights law, addressing detainees’ needs and best practices in prison management for detaining authorities and prison staff, and on judicial guarantees for detaining and judicial officials; sponsor detaining authorities to attend a conference, outside Nigeria, on prison management.

- Give the detaining authorities technical and other support for creating mechanisms to inform families of their relatives’ arrest and/or transfer; provide family–links services directly, when necessary; follow up allegations of arrest.

- When necessary, assist vulnerable ex–detainees to meet their basic needs.

HEALTH

- Provide health staff with medical supplies – including supplementary food for malnourished detainees – equipment and on–the–job mentoring; in the event of a disease outbreak or other health emergency, provide ad hoc support; where needed, cover treatment costs for detainees.
together with health staff, conduct information sessions for detainees on good hygiene and health practices; urge authorities to ensure that detainees and staff are included in national vaccination campaigns against COVID–19
give detaining authorities support for the following: coordinating with health authorities to include detainees in national health programmes and to train prison health staff in providing medical care in line with national guidelines; establishing mechanisms to ensure sanitary conditions in detention facilities and to respond to emergencies; and attending a course, outside Nigeria, on health care in detention

**WATER AND HABITAT**

**Water and habitat activities**

11,500 people

together with the detaining authorities, help improve living conditions for around 11,500 detainees; more specifically:

- renovate water systems, sanitation facilities, kitchens or recreational areas at places of detention collectively holding some 11,500 detainees; upgrade or install water or sanitation systems for some 3,000 detainees, in the event of a disease outbreak or other emergency
- conduct hygiene-promotion sessions and donate supplies to clean communal areas, for around 8,500 detainees; give detaining authorities technical support and training for adopting frameworks to improve hygiene
- support the NCS in operating and maintaining prison facilities by: organizing meetings and workshops with NCS officials on addressing related challenges; giving them technical support for drafting guidelines and assistance for attending a workshop outside Nigeria; and providing NCS staff with the training necessary

**ECONOMIC SECURITY**

**Food consumption**

5,600 people

**Living conditions**

12,800 people

donate food rations and fortified cereal for some 5,600 detainees at places of detention with high malnutrition rates; give prison staff kitchen equipment, and training or on–the–job mentoring, to manage food stocks and prepare nutritious meals for detainees

distribute personal-hygiene items, clothes and other essentials to up to 12,800 detainees

**WOUNDED AND SICK**

Objective: Wounded or sick people receive suitable treatment. Persons with disabilities have access to good-quality prostheses and orthoses and to physiotherapy.

**Bolstering the provision of surgical services and emergency care**

Cases of conflict–related trauma in the north–east are handled mainly by the ICRC–supported State Specialist Hospital in Maiduguri (SSH–M), which provides high–quality surgical care, free of charge. To ensure the sustainability of these services, the ICRC will reduce the direct support provided by its surgical team and focus on helping hospital staff to develop their ability to perform surgical operations unassisted, with a view to handing over to them responsibility for delivering such services. It will also bolster systems at the SSH–M that support the delivery of health care, such as those related to maintaining electrical and water facilities, managing the pharmacy and medical waste, preventing the spread of disease, and handling mass-casualty situations. To ensure that people receive the care they require, the ICRC will survey patients’ needs, get their feedback on the services they received, and make improvements accordingly. Other hospitals in the north–east, North Central and north–west will be given support for treating children suffering from malnutrition and other critically ill or wounded people. In the event of intensified fighting or other emergencies, hospitals receiving influxes of patients will be given additional support. In line with the goals of the Health Care in Danger initiative, the ICRC will engage with health authorities, weapon bearers and other stakeholders to monitor, address and prevent attacks against health services.

To reinforce the continuum of care, the ICRC will facilitate referrals for advanced care in coordination with the health ministry and other service providers. It will bolster local first-aid capacities to ensure that wounded people are properly stabilized and transported to medical facilities.

**Supporting physical rehabilitation services**

The ICRC will continue to ensure the availability of rehabilitative care for conflict–affected people. Support will be provided to the physical rehabilitation centre at the National Orthopaedic Hospital (NOH) in Kano and the ICRC–built facility at the University of Maiduguri Teaching Hospital (UMTH). The ICRC will help strengthen managerial capacities at these centres, with a view to ensuring the sustainability of good–quality services. It will also assist the centres in making these services more widely known, so that people can seek help or refer others. Particularly vulnerable disabled people – children and others from remote areas, and their caregivers – will be given assistance to obtain services. The ICRC will seek to help advance the social inclusion of persons with disabilities, to enable them to earn a living and lead more active lives.

**Responding to mental–health needs**

Mental–health and psychosocial support will be made available to patients at the SSH–M and the UMTH physical rehabilitation centre, to help them through their ordeal and complement their physical recovery (see Civilians).
**PLAN OF ACTION AND INDICATORS**

### MEDICAL CARE

- **Hospitals supported**: 12 structures
  - give staff at the SSH–M training and on-the-job mentoring in surgery, and maintain an ICRC surgical team there to support them in delivering these services; provide the hospital with supplies, equipment, technical support and other assistance; where needed, refer patients for specialized care and cover their treatment costs; set up mechanisms for surveying patients’ needs and their views and suggestions
  - support up to seven other hospitals; more specifically:
    - give staff technical advice for managing referrals to these hospitals from ICRC-supported primary-health-care centres and cover treatment and other costs for referred patients
    - provide three facilities among those mentioned above with medical supplies and technical support for treating severely malnourished patients
    - train health staff from three of the hospitals in basic emergency care and emergency-room trauma care, and give them technical advice for responding to mass casualties; in the event of an emergency, donate wound-dressing kits
  - document attacks against medical services; discuss the Health Care in Danger initiative with hospital staff, patients and others, and cover this subject while conducting training in first aid or emergency care
  - With the National Society:
    - provide basic or refresher training in first aid for health workers, weapon bearers and community volunteers

### PHYSICAL REHABILITATION

- **Projects supported**: 2 projects
  - provide supplies and equipment, and staff training and on-the-job mentoring, for the physical rehabilitation centres at the NOH and the UMTH, to help them serve some 900 people; cover expenses for transport, food, accommodation and/or treatment, for vulnerable patients and their caregivers
  - give managerial personnel at the centres technical and other support for expanding their administrative capacities and implementing standard procedures to ensure delivery of good-quality services; help them conduct information sessions, print and distribute flyers, and organize radio or television campaigns to publicize the centres’ services

### WATER AND HABITAT

- **Water and habitat activities**: 2 structures
  - give the SSH–M and the UMTH physical rehabilitation centre technical or other support for maintaining water, electrical, and other essential facilities

### ACTORS OF INFLUENCE

**Objective**: The authorities and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence, and incorporate these rules in their decision-making. Members of civil society help foster awareness of humanitarian issues and IHL among a broader audience, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

**Broadening acceptance for the Movement and raising awareness of humanitarian issues**

The ICRC will engage with weapon bearers, authorities and communities to promote or clarify its humanitarian aims and neutral, impartial and independent approach, in order to increase acceptance for its work and gain safe access to communities in need and detainees within its purview (see also People deprived of their freedom). In coordination with the Nigerian Red Cross Society, it will carry out communication campaigns to broaden awareness of the Movement’s work and draw attention to issues of concern, such as attacks against medical services and sexual violence; it will also engage with communities to collect their input on their needs and to share useful information with them (see Civilians). The ICRC will give the National Society support for its own campaigns – particularly to prevent misuse of the emblems protected under IHL – and for helping communities in the north-east to mitigate the threat of IEDs and mines.

**Reinforcing respect for IHL among weapon bearers**

The ICRC will engage with the military and the police – and with state and multinational actors supporting the military, such as the Multinational Joint Task Force – to ensure that IHL and other norms applicable to their duties are integrated into the doctrine, training and operations of their personnel. It will help judicial authorities add to their knowledge of IHL, with a view to strengthening IHL compliance. The ICRC will work with Islamic leaders to broaden awareness in their communities of the points of correspondence between Islamic law and IHL, and of the ICRC’s mission and activities; it will do so with a view to influencing the conduct of hostilities and securing acceptance for the ICRC, particularly among members of armed groups. As violence against health services remains widespread, the ICRC will engage with weapon bearers, medical professionals, local

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
and national authorities, and the National Society to develop and implement means to monitor, prevent and respond to such incidents at community, professional and policy levels.

**Facilitating implementation of IHL and IHL-related treaties**

The ICRC will urge the authorities to incorporate key provisions of IHL and related treaties in domestic law, particularly the Geneva Conventions and their Additional Protocols, the African Union Convention on IDPs, the Anti-Personnel Mine Ban Convention and the Convention on Enforced Disappearance. It will also continue to advocate ratification of the Convention on Cluster Munitions. It will help academics and the national IHL committee to expand their knowledge of IHL and the treaties mentioned above, so that they can support the government’s efforts. The ICRC will draw attention to specific issues of humanitarian concern – such as respect for judicial guarantees and addressing missing–persons cases – in its dialogue with government ministries, judicial officials, lawmakers and others.

The Economic Community of West African States (ECOWAS), based in Abuja, plays a key role in tackling regional issues concerning peace and security. The ICRC will work with ECOWAS to advance IHL implementation in its member states. The ICRC will also help members of the ECOWAS Standby Force – which conducts military and security missions – and judiciary to add to their knowledge of IHL, with a view to strengthening their capacity to ensure compliance with IHL.

**PLAN OF ACTION AND INDICATORS**

- **Protection**
  - arrange training in IHL for military and weapon bearers from Nigeria and ECOWAS, and in international standards for the use of force, and pertinent norms in this regard, for the Nigerian police; give them, and international actors supporting the military, expert advice for integrating these standards and norms into the doctrine, training and operations of Nigerian weapon bearers
  - conduct meetings, workshops, round tables and other events for legislators, judicial officials, Islamic leaders and other authorities from Nigeria – particularly members of the national IHL committee – and from ECOWAS in IHL, ratification or domestic implementation of IHL and IHL–related treaties, and/or issues of humanitarian concern
  - organize a workshop on teaching IHL for lecturers and a moot court competition for students; sponsor university lecturers to take trips outside Nigeria to learn more about IHL
  - conduct dissemination sessions on the ICRC’s mission and activities for weapon bearers, authorities, religious leaders, and communities; publicize the ICRC’s activities and humanitarian concerns in Nigeria, via traditional and social media, and by organizing briefings or field trips for members of the local and the international media

- **Prevention**
  - gather data and conduct research on the issue of violence against health services, to enable the Movement to make pertinent recommendations to Nigerian authorities and medical professionals; conduct information sessions for medical lecturers on self–protective measures that they can pass on to their students

- **SUPPORT FOR THE NATIONAL SOCIETY**
  - provide National Society staff and volunteers with training and tools for documenting incidents related to IEDs or mines; train them in risk awareness and safer practices around these devices for their own safety, and give them the materials necessary to conduct information sessions on this subject in conflict–affected communities
  - coordinate public–communication initiatives with the National Society and give it expert advice or other support for its own communication campaigns

- **RED CROSS AND RED CRESCENT MOVEMENT**
  - Objective: The Nigerian Red Cross Society has a strong legal basis for independent action. It is able to provide assistance during armed conflict and other violence. It is effective in restoring family links, promoting the Movement and carrying out other vital activities. The activities of all Movement components are coordinated.

The National Society is the ICRC’s main partner in the country; it has branches throughout Nigeria and thus a wide operational reach. The ICRC will step up its efforts to ensure closer coordination with the National Society for the planning, implementation and monitoring and evaluation of joint activities to restore family links, support livelihoods, promote good hygiene and health practices, tackle weapon contamination and engage with violence–affected communities. It will also continue to provide the National Society with support to strengthen its capacities in the application of the Safer Access Framework, particularly in risk analysis and management; emergency preparedness and response, including first aid; and management of volunteers and financial resources. The ICRC will coordinate its work with that of other Movement components in the country, in order to strengthen the Movement’s collective impact.

**PLAN OF ACTION AND INDICATORS**

- **Protection**
  - provide the National Society with material, technical, financial and other support; conduct workshops and training – including refresher training and train–the–trainer sessions – for National Society staff and/or volunteers

- **Cooperation**
  - meet with the National Society and other Movement components in the region to coordinate activities; sponsor National Society staff to attend courses, and conferences or other events organized by the Movement, held in other countries
The ICRC opened a regional delegation in Pretoria in 1978, but has been present in parts of the region since the Second World War. It helps vulnerable migrants restore contact with relatives, facilitates efforts to clarify the fate of missing migrants, and works to ensure that migrants and the families of the missing have access to appropriate assistance. It promotes IHL and supports the incorporation of the law in military training and university curricula. It supports the region’s National Societies in building their capacities.

**BUDGET IN KCHF**

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**PERSONNEL**

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<td>Resident staff</td>
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**SITUATION**

Migrants in the region – including people displaced by natural disasters or those fleeing from armed conflict or other situations of violence in neighbouring countries – are often unable to maintain contact with their relatives. Basic services are not always available to them; some are at risk of deportation or abuse. The South African government is in the process of establishing a mechanism for coordinating efforts with other countries to identify the remains of dead migrants in the country. A number of families in Zimbabwe remain without news of relatives whom they have reported missing.

Communal and/or political tensions in Angola, eSwatini, South Africa and Zimbabwe sometimes lead to violence, including against health workers and facilities.

Military forces occasionally operate alongside police units during internal security operations. States in the region contribute troops to peacekeeping missions, including in Mozambique; some of them do so as members of the South African Development Community (SADC). South Africa participates in diplomatic initiatives, and hosts the Pan-African Parliament and other regional organizations, as well as an extensive diplomatic community, UN regional offices, humanitarian agencies, think tanks and major media organizations.

**ICRC ACTION**

**Helping to ascertain the fate of missing people and developing National Society family-links capacities**

The ICRC will provide National Societies throughout the region with expert guidance and financial support for improving their family-links programmes. Under these programmes, members of families separated by armed conflict or other violence, migration, detention and/or natural disasters are given free phone calls, internet access, tracing and other services at key locations, such as transit sites, refugee camps and a migrant holding facility in South Africa. The ICRC’s support is directed at preparing the National Societies to carry on this work unassisted.

The ICRC will let migrants, and others separated from their families, know of the family-links services and, in some cases, assistance programmes and other support available to them. Together with the National Societies in the region, the ICRC will use various means to communicate this information, including: radio spots, posters, and social media and messaging applications. It will also continue to develop and promote the use of its RedSafe app for this purpose; the app, piloted by the ICRC in South Africa and Zimbabwe in 2021, provides migrants with a geo-mapping service to help them locate places where they can seek assistance, a digital vault for personal documents and a means to save their loved ones’ contact information and send them short messages.

The ICRC will continue to urge South African and Zimbabwean authorities to ascertain the fate of Zimbabwean migrants who go missing in South Africa. It will facilitate meetings between oversight committees from the two countries to help them implement a formal mechanism, established in 2022 with ICRC assistance, for coordinating their efforts and exchanging information.

The ICRC will continue to develop the African Centre for Medicolegal Systems, a regional centre of expertise on missing people and forensics, which it launched in 2022. The aim of the centre is to consolidate the ICRC’s work to develop expertise in these areas, strengthen capacities among the government bodies involved, and improve coordination among them. Through the centre, the ICRC will seek to pool expertise and foster collaboration among disaster-management, law-enforcement, medico-legal and military professionals in the region, and connect them with their colleagues throughout the world. It will also work to address gaps in forensic systems and fortify their emergency preparedness. The ICRC will organize or sponsor selected professionals’ attendance at workshops, conferences
and other events in and out of the region. It will also renovate morgues and provide their personnel with expert guidance and material support, and train police and military personnel to handle human remains in a manner that respects the dignity of the dead and enables their future identification.

**Broadening awareness of IHL and humanitarian issues and securing acceptance for the ICRC and the Movement**

Together with the National Societies in the region when possible, the ICRC will provide military and police forces, including those operating under the SADC, with expert advice to advance the integration of IHL, international human rights law, and international standards for law enforcement into their doctrine, training and operations. The ICRC will also continue to develop and promote the “Tool on African Traditions and the Preservation of Humanity during War”, a collection of educational print and digital resources for weapon bearers and others, that highlights and reinforces the relevance of IHL on the African continent.

The ICRC will urge the authorities in the countries covered – most of which have national IHL committees – to advance the ratification and/or implementation of IHL and IHL-related treaties, such as the Treaty on the Prohibition of Nuclear Weapons, and it will support efforts by National Societies in the region to do the same. Government officials will be given expert advice to this end, and the ICRC will organize or support round tables and other events on topics of pertinence.

The ICRC will broaden awareness of IHL, draw attention to pressing humanitarian issues in the region – for instance, migration and the plight of missing people’s families – and seek to secure acceptance for its neutral, impartial and independent humanitarian action among the authorities and members of civil society. It will discuss these topics with parliamentarians, diplomats, think tanks and others; with the National Societies in the region, it will organize round tables and other events for members of the media and produce public communication materials such as articles and online audiovisual content.

The ICRC will seek to develop local expertise in IHL and humanitarian issues: for example, it will organize an IHL moot court competition for students, and enable selected officials to attend such events as the regional IHL seminar that the ICRC and the government of Lesotho will jointly host in 2023.

The rights and responsibilities of health-care providers are among the humanitarian issues to which the ICRC will draw attention; to supplement those efforts, and in line with the Health Care in Danger initiative, the ICRC will train a number of health workers in techniques for de-escalating dangerous situations.

**Strengthening capacities among National Societies in the region**

The ICRC will maintain its support for the National Societies in Angola, eSwatini, Malawi, South Africa, Zambia and Zimbabwe. It will give them training and financial, material, and technical support to build their organizational and operational capacities. For example, it will provide National Societies with first-aid kits and other supplies for emergencies, and organize workshops and other events for their staff and volunteers on contingency planning, financial management, public communication and other topics. It will help them to respond more effectively – and in line with the Safer Access Framework – to the needs of communities affected by migration or by violence or other emergencies; it will also prepare the Baphalali eSwatini Red Cross Society and the Zimbabwe Red Cross Society to respond to potential electoral violence in their countries.

The ICRC will organize – or attend – meetings periodically to coordinate its activities with Movement partners in the region.
The ICRC has maintained a presence in Somalia since 1982, basing its delegation in Nairobi, Kenya, since 1994. Working with the Somali Red Crescent Society to implement many of its activities, it provides emergency aid to people affected by armed conflict, runs an extensive first-aid, medical and basic health care programme and supports projects to help restore or improve livelihoods in communities weakened by crises. It endeavours to promote respect for IHL, particularly the protection of civilians and medical staff and infrastructure. It supports the National Society’s development.

**BUDGET IN KCHF**

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</tr>
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<td><strong>TOTAL</strong></td>
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</tbody>
</table>

Of which: Overheads 6,630

**PERSONNEL**

- Mobile staff: 57
- Resident staff: 341

**ASSISTANCE TARGETS**

**CIVILIANS**

- **ECONOMIC SECURITY**
  - Food consumption: 372,600 people
  - Food production: 63,500 people
  - Capacity-building: 698 people

- **WATER AND HABITAT**
  - Water and habitat activities: 627,940 people

- **HEALTH**
  - Health centres supported: 32 structures

**PEOPLE DEPRIVED OF THEIR FREEDOM**

- **ECONOMIC SECURITY**
  - Food consumption: 5,100 people
  - Living conditions: 4,300 people

- **WATER AND HABITAT**
  - Water and habitat activities: 4,342 people

**WOUNDED AND SICK**

- **MEDICAL CARE**
  - Hospitals supported: 4 structures

- **PHYSICAL REHABILITATION**
  - Projects supported: 5 projects

- **WATER AND HABITAT**
  - Water and habitat activities: 5 structures
SITUATION

- Parliamentary and presidential elections concluded in April and May 2022, respectively.
- Clashes between Somali forces – supported by the African Union Transition Mission in Somalia (ATMIS; formerly the African Union Mission in Somalia) and other foreign forces – and Harakat al-Shabaab al-Mujahideen (better known as al-Shabaab) have intensified. Certain clans, backed by the government, are fighting al-Shabaab.
- Somalia is experiencing severe drought: harvests have failed, and livestock have died or have become very ill. These circumstances, the COVID-19 pandemic, and the international armed conflict between the Russian Federation and Ukraine, have combined to drive up commodity prices. All this has led to a food-security crisis in Somalia. Additionally, the country continues to deal with the effects of a desert locust infestation and extreme weather conditions. Floods have damaged health, water and sanitation facilities in some regions.
- Somali refugees from Yemen and Kenya continue to return, a few thousands at a time. Somalia remains a transit country for people fleeing violence in Ethiopia.
- ATMIS forces are scheduled to withdraw from Somalia by the end of 2024.

HUMANITARIAN CONCERNS

- Weapon bearers continue to launch indiscriminate attacks against civilians: killings, sexual violence, child recruitment, abductions, and attacks against patients and medical staff/facilities have all been reported. Members of families separated by violence, migration, detention or other circumstances are often unable to contact one another.
- The effects of protracted conflict and persistent violence are exacerbated by widespread drought, which has affected an estimated 7.8 million people. The number of displaced people has reached approximately 2.9 million, and many have lost their livelihoods and access to food. Acute malnutrition, particularly among children, has grown worse in some regions. The loss of livestock, which has affected the availability of milk, is also contributing to deficiencies in the diets of children. The soaring prices of commodities have left families hungry and destitute.
- The availability of health care and basic services remains precarious, as health, water and sanitation facilities have been severely damaged by fighting and/or floods; this puts people at greater risk of disease outbreaks. The shortage of clean water has forced people to migrate to urban and peri-urban areas, where water prices have sharply increased. Some communities are using water from sources that are at risk of being contaminated.
- Widespread insecurity and blurring of front lines continue to complicate the delivery of humanitarian aid, particularly in areas controlled by armed groups.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- foster understanding and acceptance of its neutral, impartial and independent humanitarian action among authorities, weapon bearers and civil-society groups, in order to be able to reach conflict-affected communities and deliver humanitarian aid safely;
- strengthen its dialogue with parties to the conflict, on IHL and other applicable law, particularly provisions governing the conduct of hostilities and protection of civilians, including those delivering or seeking medical care;
- deliver a multidisciplinary humanitarian response that prioritizes areas inaccessible to all but a few other humanitarian actors; increase efforts to give immediate, life-saving aid to people affected by food shortages and malnutrition;
- ensure a sustainable humanitarian response by providing resilience-strengthening support to improve or rebuild livelihoods, water and sanitation facilities, and first-aid, primary-health-care and hospital services;
- reinforce engagement with people affected by the current situation and monitor the risks they face; work with the Somali Red Crescent Society to preserve family links and reconnect families separated by violence, detention, migration or climatic shocks; and
- help the National Society to develop its operational capacities and strengthen its emergency preparedness in line with the Safer Access Framework; and facilitate the coordination of Movement activities in the country.
ICRC ACTION

CIVILIANS

Objective: Civilians are respected in accordance with IHL and other applicable law. Their basic needs are met and they have access to essential health services. Members of dispersed families are able to restore and/or maintain contact, in Somalia and elsewhere.

Promoting protection for civilians and respect for IHL
The ICRC will strengthen dialogue with the authorities and weapon bearers, and continue to remind them of their obligation, under IHL and other applicable law, to respect and protect civilians and civilian objects – including medical personnel and facilities; ensure safe delivery of health care and humanitarian aid; and reduce the impact of hostilities.

The ICRC and the Somali Red Crescent Society will expand engagement with violence-affected people, especially migrants, and monitor the risks they face, with a view to helping address such concerns and minimizing the risks to migrants during their journey. They will remind authorities of the humanitarian needs of migrants and strengthen coordination with other key actors to respond more effectively to these needs.

The ICRC will continue to broaden awareness of the violence against health-care workers and facilities, and the obstruction of health-care delivery. It will discuss these matters with authorities and weapon bearers, and help medical staff to establish preventive measures.

Responding to immediate needs and building self-sufficiency
The ICRC will deliver a multidisciplinary response to emergencies – especially the food-security crisis – jointly with the National Society. It will continue to concentrate its activities in remote areas that are affected by hostilities and that are difficult to reach or inaccessible for other organizations because of security and access constraints. It will distribute emergency relief, with a particular focus on the needs of malnourished children and pregnant/lactating women in IDP settlements and host communities. The ICRC will strengthen capacities among regional water authorities and undertake projects to ensure sustainable access to water. It will work with the National Society to promote good hygiene, and whenever necessary, respond to outbreaks of disease.

The National Society and the ICRC will help people to become more resilient to the effects of armed conflict, other violence, and climatic shocks – especially drought. The ICRC will provide support for local veterinary and agricultural services, with a view to enabling farming and herding households to cope with the destruction of their crops and the death of their livestock. Members of vulnerable households will be given the opportunity to participate in cash-for-work projects to restore agricultural infrastructure. Such efforts aim to increase food supply and eventually improve nutrition among communities weakened by the food-security crisis.

In areas where markets are functioning, the ICRC will provide cash rather than making in-kind distributions, to allow people to decide how best to cover their needs. In poor urban areas, households with young breadwinners will be given support for starting small businesses. Fishing and beekeeping communities will be given material and technical assistance.

Protecting family links
The National Society and the ICRC will work together to deliver family-links services that aim to prevent family separation; enable relatives to contact each other; reunite families; clarify the fate of missing people; and prevent disappearances. These services will be made available through the Movement’s family-links network, to families separated by conflict, violence, detention, migration, climatic shocks and other circumstances. The ICRC will coordinate with the authorities, and with UN agencies such as the IOM and the UNHCR, to enable people to obtain the official documents they need to travel and rejoin their families. It will also discuss, with the relevant authorities and others, means to manage human remains with future identification in mind.

National Society staff will be given support to develop their ability to restore family links during emergencies and to make these services more widely known among IDPs and others.

Making health services available to vulnerable people
The ICRC will maintain its support for primary-health-care centres run by the National Society, to help ensure the provision and quality of basic curative and preventive health care for IDPs and other violence-affected people, and treatment for non-communicable diseases. Immunization, first aid, therapeutic feeding, and treatment of fistula will be made available to malnourished people (particularly children and pregnant/lactating women), the wounded, and victims/survivors of sexual violence. Health-care staff will be trained to provide these services and to refer patients for further care. Expansion of reproductive-health-care services will continue, to benefit more women of child-bearing age. The ICRC will support implementation and evaluate the use of the ALMANACH (Algorithm for the Management of Acute Childhood Illnesses), a tool that helps health personnel to make informed decisions concerning patient care, and that enables early detection of diseases, especially those common among children.

The National Society and the ICRC will continue to engage with communities weakened by crises, to reach a fuller understanding of their health needs and make an effective response to them. The ICRC will continue to implement community-based health programmes and coordinate with community health committees to devise solutions to issues that may arise.

The ICRC will also work with the primary-health-care centres to document and report violations of IHL, such as sexual violence and obstruction of health-care delivery, and to disseminate key health-related messages and mitigate risks to public health.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- Protection of civilians, the conduct of hostilities, and the safe delivery of health care with authorities,
weapon bearers – especially law enforcement personnel and community leaders; submit oral and written representations when necessary; make recommendations for mitigating violence-related risks to civilians, including the threat of sexual violence

document concerns related to the safety of civilians – especially in areas controlled by armed groups or under their influence – and, if necessary, provide financial and/or other assistance to the people affected; implement community-based activities to help address these concerns

conduct information sessions and other related activities – for communities affected, health personnel, authorities, weapon bearers and others – on dealing with sexual violence and safe delivery of health care

**PROTECTION OF FAMILY LINKS**

With the National Society:

- offer family-links services – RCMs, tracing and free phone calls – to people searching for their relatives; facilitate family reunifications, if possible; deliver family-links services to migrants along migration routes
- issue the necessary documents to refugees, asylum seekers and ex-detainees
- conduct outreach to communities in hard-to-reach areas, and carry out communication campaigns, to broaden public awareness of family-links services

**FORENSICS**

- provide training, recommendations and technical support for authorities, experts and others in internationally recognized standards and good practices for managing human remains

**ECONOMIC SECURITY**

With the National Society:

- distribute up to three rounds of cash for buying food to households affected by violence and/or other crises and in communities with high rates of acute malnutrition, and provide supplementary food to malnourished women and children; these efforts should benefit 372,600 people in all
- enable 63,500 people in farming and herding communities to produce food, by giving them cash grants or irrigation equipment, or employing them in cash-for-work projects, by distributing sandbags among people in flood-prone areas to help them protect their crops or herds from floods, and by providing veterinary supplies and/or services to help them protect their livestock from disease
- provide 33,700 people in impoverished communities with support (e.g. cash grants, beekeeping kits, fishing tools, skills training) for income-earning activities

- build livelihood-strengthening capacities among 698 people; to that end:
  - give livestock associations cash for upgrading veterinary services
  - provide training and equipment for community-based animal–health workers and local veterinary pharmacists
  - donate seed and supplies, and make training available, to agricultural cooperatives

**WATER AND HABITAT**

- help ensure access to water for 627,900 people, by:
  - repairing or constructing boreholes, wells, rainwater catchments and other water sources for 267,900 people
  - in the event of an emergency, donate chlorine tablets and soap in riverine communities, and repair water facilities and/or provide water and sanitation services, for 360,000 people
- provide local water authorities (40 people) with the resources (e.g. laboratory equipment) and training to monitor boreholes and analyse water quality
- renovate or construct infrastructure at nine clinics operated by the National Society
- with the National Society, conduct information sessions on good hygiene and measures against diseases

**HEALTH**

- give 32 National Society–run clinics comprehensive assistance: supplies, equipment, staff training, and funds to cover running costs and infrastructural upgrades (see above); provide support for implementing immunization and therapeutic–feeding programmes, and maintaining the community contact centre, at these clinics
- train female community–based health workers to provide basic obstetric and neonatal care to women of child-bearing age and their children, and medical care for victims/survivors of sexual violence; set up a system for identifying cases of fistula and making referrals to the Keysaney hospital (see *Wounded and sick*); document cases of sexual violence, and provide treatment for victims/survivors and refer them for mental–health support
- offer health staff technical assistance for developing their ability to detect diseases and report potential outbreaks; establish standard procedures to refer patients for further care
- train community–based health workers in first aid and in communicating key health–related messages to the public; continue to carry out community–based health programmes
SOMALIA

SUPPORT FOR THE NATIONAL SOCIETY
- give the National Society comprehensive support – for example, office equipment and training in data protection – to develop its staff’s ability to carry out and promote family-links activities, and identify IHL violations, including sexual violence and obstruction of health care
- provide National Society staff and volunteers with training and guidance to become more capable of delivering emergency aid and health services; conducting information sessions on health-related matters; detecting and monitoring diseases; and implementing livelihood-support and therapeutic-feeding programmes
- give the National Society material, logistical and financial support to operate mobile health teams during emergencies

PEOPLE DEPRIVED OF THEIR FREEDOM
Objective: People who have been detained are afforded treatment and living conditions that meet internationally recognized standards.

Monitoring detainees’ treatment and living conditions
The ICRC will visit, in accordance with its standard procedures, people held in relation to conflict and other violence, at identified places of detention. Its aim will be to ensure that detainees’ treatment and living conditions meet internationally recognized standards. It will communicate findings from these visits confidentially to the penitentiary authorities. Discussions with these authorities will focus on making health care available, curbing malnutrition, improving detainees’ diet, and ensuring that the treatment of detainees – at all stages of their detention – meets internationally recognized standards.

The ICRC will continue to strengthen its dialogue with authorities and weapon bearers, in order to help them understand its mandate and working procedures more fully, and to gain access to all detainees within its purview.

Together with the Somali Red Crescent, the ICRC will help detainees, including foreigners, to restore and maintain contact with their relatives. If possible, it will assist detainees to return home after their release.

Improving detainees’ nutrition and their access to health care
The ICRC will help detaining authorities improve detainees’ access to health care and expand the capacities of prison health staff through training. Detaining authorities will be given assistance in maintaining and/or repairing water and sanitation infrastructure, and material support for health facilities. The ICRC will undertake activities to mitigate the threat of disease and the effects of malnutrition. It will also ensure that detainees are given items that will help ease their living conditions.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM
- reinforce dialogue with the detaining authorities and key decision makers, including weapon bearers; sponsor or organize meetings, workshops, and other events for the authorities on such subjects as prison management and systemic issues in detention
- visit selected places of detention regularly and help the pertinent authorities to improve conditions there

PROTECTION OF FAMILY LINKS
- together with the National Society, offer RCM services to detainees; facilitate family visits, if possible
- at the request of foreign detainees, inform their consular representatives of their detention

HEALTH
- provide detaining authorities with technical advice, and health staff with training, to help them improve the provision of health care
- provide prison guards and health staff with training to prevent malnutrition; help detaining authorities implement and monitor a therapeutic-feeding programme for detainees

ECONOMIC SECURITY
- supply mattresses, blankets, mosquito nets and other essential items to 4,300 inmates
- provide technical support to prison authorities, and training for detainees, to cultivate a vegetable garden at the Mandhera prison; make supplementary food available to malnourished inmates at three places of detention; and distribute food to detainees and prison guards at 12 places of detention during Ramadan; all this should benefit a total of 5,100 detainees

WATER AND HABITAT
- promote good hygiene and/or measures against communicable diseases; distribute hygiene kits to 4,342 detainees
- help detaining authorities renovate water, sanitation and other facilities serving 2,964 detainees among those mentioned above

WOUNDED AND SICK
Objective: Wounded people and other trauma patients receive suitable medical and surgical care.

Broadening access to first aid and medical care
In line with its efforts to ensure the continuum of care in Somalia, the ICRC will assist hospitals and clinics (see Civilians) to provide medical and surgical treatment for wounded and sick people. One hospital in Baidoa and another in Kismayo, and two hospitals in Mogadishu (Keysaney and Medina), will...
continue to receive financial and material support from the ICRC regularly. The ICRC will focus on providing support in its areas of expertise: emergency–room care, surgical services, and treatment of malnutrition. It will continue to provide logistical and administrative support, as well as monitoring, for a fistula–treatment programme at the Keysaney hospital.

The ICRC will help ensure immediate and effective responses to mass–casualty incidents and other emergencies. To that end, it will provide the Somali Red Crescent with technical and financial assistance for training and equipping emergency responders. It will also help ensure that ambulances are available to transfer wounded people to hospital.

The ICRC will publicize the first–aid and health services available, and broaden public awareness of violence against health workers and medical facilities; as in the past, it will help implement measures to safeguard the provision of health care.

**Increasing the availability of physical rehabilitation**

The ICRC will strive to make physical rehabilitation more accessible to people with disabilities in Somalia. It will continue to support three physical rehabilitation centres run by the National Society, with a view to helping them overcome shortages of supplies and lack of qualified staff. It will continue supporting a pilot programme to make rehabilitative care available to a certain number of people, by covering their expenses.

The ICRC will work with health staff at National Society–run clinics and ICRC–supported hospitals, and with organizations of disabled people, to standardize procedures to refer patients for further care. It will strengthen its partnership with pertinent organizations, with a view to gaining their support for advancing the social inclusion of disabled people; it will help ensure that staff at these organizations can carry out activities to this end for people receiving rehabilitative care.

Physiotherapists, orthotists, prosthetists and other professionals, and National Society staff, will be given assistance to undertake further studies and advanced training.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- **Hospitals supported**
  - 4 structures

With the National Society:

- document allegations of obstruction of health–care delivery and, when feasible, follow them up; engage communities and weapon bearers regarding the necessity of showing due regard for medical services, and conduct information sessions for hospital staff on the goals of the Health Care in Danger initiative
- make medical supplies and equipment, and training for staff, available at four hospitals – in Baidoa and Kismayo (including the malnutrition–treatment centres there), and in Keysaney (including the fistula–treatment programme there) and Medina; supply them with wound–dressing kits and personal protective equipment
- provide support for recruiting nurses to improve surgical services and for training emergency personnel in triage; organize training in wound surgery for surgeons to expand their capacities; offer training in implementing infection–control measures to members of the infection–control committee and hospital cleaning staff, and capacity–building training for X–ray and anaesthesia technicians
- equip first responders – such as people from violence–prone communities and weapon bearers – to administer first aid, and give them basic instruction in managing cases of sexual violence; ensure that ambulance services are available to transport wounded people
- when necessary, donate supplies to hospitals not directly supported by the ICRC

**WATER AND HABITAT**

- **Water and habitat activities**
  - 5 structures

- carry out infrastructural work at four hospitals:
  - upgrade triage and laboratory rooms at the Keysaney and Medina hospitals
  - improve the electrical–power system at the Kismayo hospital
  - repair pathways and a sewage tank at the Baidoa hospital
- renovate or lay a wheelchair–basketball court in Mogadishu

**PHYSICAL REHABILITATION**

- **Projects supported**
  - 5 projects

- at three physical rehabilitation and orthopaedic centres in Galkayo, Hargeisa and Mogadishu, provide supplies and equipment, technical and logistical support, and staff training, to benefit some 7,200 persons with disabilities; under a rehabilitation programme, cover expenses for food, transport and lodging for a selected number of people seeking care at these centres
- subsidize expenses for food, transport and lodging for clubfoot patients and their carers
- refer 100 eligible patients to the ICRC’s microeconomic initiatives
- enable some patients to participate in wheelchair–basketball training camps and provide them with wheelchairs and other equipment; offer train–the–trainer courses for coaches and referees; if necessary, work with two organizations for persons with disabilities to support wheelchair basketball associations and the paralympic committee; and renovate or lay a basketball court (see above); all this should benefit 144 persons with disabilities, coaches and referees

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
arrange – for National Society staff, and personnel at the two organizations – a train-the-trainer course in career development and training in disability inclusion, to enable them to assist efforts to advance the social inclusion of persons with disabilities

make training courses/scholarships or mentoring available to physiotherapists, orthopaedic technicians, orthotists, prosthetists, National Society staff and health workers

**ACTORS OF INFLUENCE**

**Objective:** Political authorities, and armed/security forces personnel and other weapon bearers, understand and respect IHL and other fundamental rules protecting people during armed conflict or other violence. The media, traditional leaders and others capable of shaping public opinion help foster awareness of humanitarian issues and IHL among all parties concerned and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

**Fostering understanding of IHL and acceptance for the ICRC**

The ICRC will endeavour to raise awareness of its work among the authorities, the armed forces and security forces, weapon bearers, members of civil society and the Somali community abroad, with a view to fostering acceptance for it at all levels of Somali society. Together with the Somali Red Crescent, it will ramp up its public communication, with a view to making itself known as a reliable provider of humanitarian aid. It will use various platforms to relay humanitarian messages to the general public and advance their understanding of IHL, humanitarian issues in Somalia, and the Movement’s work.

The ICRC will strive to engage more closely with the people it is helping. This will enable it to reach a fuller understanding of their needs and circumstances; help familiarize communities with its working methods; and learn what people think of its activities. Ultimately, all this will help the ICRC to adapt its operations or plan responses to match people’s needs and concerns more accurately, while also minimizing risks to its staff.

**PLAN OF ACTION AND INDICATORS**

**Pr** strengthen dialogue with authorities, the armed forces and security forces, weapon bearers, and members of civil society on the ICRC’s mandate, guiding principles and humanitarian activities; broaden awareness among parties to the conflict of the basic provisions of IHL – concerning the conduct of hostilities, protection of civilians, including medical personnel, and prevention of sexual violence – and awareness also of international standards for law enforcement, especially in connection with arrests and detention

**Pr** continue engaging with civil-society groups (religious and clan leaders, Islamic scholars, business representatives and selected humanitarian actors), the Somali media, and people receiving ICRC assistance – through workshops, meetings and other events

**Pr** conduct, sponsor or help organize meetings, workshops, and other events for the authorities, weapon bearers, and others on such topics as the ICRC’s mandate, IHL, counter-terrorism, and the conduct of hostilities

**Pr** continue to operate the community contact centre, so that people affected can get in touch with the ICRC during crises or emergencies

**Pr** produce public–communication materials – human-interest stories, newsletters and videos – and translate them into Somali; make use of digital media and the ICRC’s website on Somalia

**Pr** train and equip National Society staff to disseminate information, especially key messages on the Movement’s work, with a broad range of communication tools

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Somali Red Crescent Society is firmly established as a neutral, impartial and independent humanitarian organization. It is able to carry out its core activities effectively. The activities of all components of the Movement are coordinated.

The National Society remains the ICRC’s main partner in the country, and plays a vital role in delivering emergency aid, health care, and family-links services to vulnerable people, and in promoting IHL and the Movement’s work. The ICRC will continue to help it to strengthen its capacities in emergency preparedness and response, in order to continue meeting immediate and chronic needs in Somalia. The ICRC will emphasize the importance of ensuring the safety and security of National Society staff and volunteers who respond to emergencies, including first-aid teams.

**PLAN OF ACTION AND INDICATORS**

**G** give the National Society comprehensive support for working effectively, especially in connection with emergency aid, and for incorporating the Safer Access Framework in its policies and programmes; in particular:

- strengthen its internal communication and foster information-sharing with Movement partners; cover its operating costs (including staff salaries) and expenses related to infrastructural work and logistics; train key National Society staff members in security, safety and risk management; assist the National Society in developing or revising strategies, guidelines and standard operating procedures
- bolster dialogue with the relevant actors, in order to broaden acceptance for the National Society and its activities
- improve management of funds, human resources and logistics, and monitoring of its branches
- provide the technical support necessary to complete the second phase of construction of the National Society’s office building in Mogadishu

**G** strengthen the partnership with the National Society, and coordination among Movement components, in accordance with the Fundamental Principles; sign new partnership agreements with other National Societies working in Somalia or update existing agreements
Central Equatoria. People displaced by violence receive food and essential household items from the ICRC.

Present in Juba since 1980, the ICRC opened a delegation in South Sudan in mid-2011. It works to ensure that people affected by armed conflicts and other situations of violence are protected in accordance with IHL and other applicable norms, have access to medical care, physical rehabilitation and safe water, receive emergency relief and livelihood support, and can restore contact with relatives. It visits detainees and seeks to increase knowledge of IHL among the authorities and weapon bearers. It works with and supports the South Sudan Red Cross.

**BUDGET IN KCHF**

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<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Protection</td>
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<td>Assistance</td>
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<td>Cooperation with National Societies</td>
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<td><strong>TOTAL</strong></td>
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<tr>
<td>Of which: Overheads</td>
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**PERSONNEL**

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<tr>
<td>Mobile staff</td>
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<td>Resident staff</td>
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**ASSISTANCE TARGETS**

**CIVILIANS**

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<th>Category</th>
<th>Target</th>
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<tr>
<td>Economic Security</td>
<td>Food consumption</td>
<td>227,718 people</td>
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<td></td>
<td>Income support</td>
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<td></td>
<td>Capacity-building</td>
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<td>Water and Habitat</td>
<td>Water and habitat activities</td>
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<td>Health</td>
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**PEOPLE DEPRIVED OF THEIR FREEDOM**

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<td>Economic Security</td>
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<td></td>
<td>Living conditions</td>
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<tr>
<td>Water and Habitat</td>
<td>Water and habitat activities</td>
<td>6,400 people</td>
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**WOUNDED AND SICK**

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<th>Category</th>
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<tr>
<td>Medical Care</td>
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<tr>
<td>Physical Rehabilitation</td>
<td>Projects supported</td>
</tr>
<tr>
<td>Water and Habitat</td>
<td>Water and habitat activities</td>
</tr>
</tbody>
</table>
**SITUATION**

- A transitional unity government – formed in 2020, in line with the 2018 peace agreement between the government and the opposition – remains in place. The parties to the peace deal have extended the transitional period, which had been due to end early 2023, to February 2025.

- Fighting between government forces and an armed group that did not sign the peace agreement takes place sporadically in the Equatoria region. Communal violence – arising from ethnic tensions and disputes over cattle and scarce resources – persists in many parts of the country, particularly the states of Jonglei, Unity, Upper Nile and Warrap, and has become more lethal owing to the proliferation of small arms and light weapons. Disarmament campaigns continue; in some cases, these lead to violence. Violence-related arrests and detention continue.

- Millions of people remain displaced. The UNHCR estimates that there are some 2.2 million IDPs in South Sudan and about 2.3 million South Sudanese refugees in neighbouring countries (see Ethiopia and Sudan). Many people have returned to South Sudan despite the prevailing insecurity.

- South Sudan has been experiencing both drought and extremely heavy rainfall – weather conditions exacerbated by the climate crisis. In recent years, intensifying rains have led to the worst floods recorded in the country’s history.

**HUMANITARIAN CONCERNS**

- Protracted conflict and other situations of violence have injured, killed and displaced people, and destroyed property. Attacks against health workers and facilities, occupation of schools, recruitment of children into fighting forces, sexual violence, and other unlawful conduct by weapon bearers have been reported.

- Communities struggle to meet their immediate needs, as violence and extreme climatic events exacerbate existing difficulties, such as the chronic inadequacy of basic services and critical infrastructure. Millions of people lack food, and displacement has damaged or destroyed their livelihoods. Owing to their precarious living conditions, many children have stopped going to school. Because of insufficient clean water and basic health care, preventable illnesses and treatable injuries have taken on a deadlier aspect.

- Most hospitals lack the resources to provide emergency care, particularly for wounded people. Transporting patients to hospitals is made difficult by uncertain security conditions and poor roads, especially during the rainy season. Victims of violence, including sexual violence, people with physical disabilities and missing people’s families have limited access to specialized care, including mental–health and psychosocial support.

- Many detainees, for whom food and health care are insufficient, are malnourished. Detaining authorities have neither the means nor the ability to address this and other systemic issues.

- Children and many others have been separated from their families and are unable to communicate with them. Thousands are missing in connection with protracted conflict and other violence. When breadwinners go missing, their loved ones are faced with the added hardship of making ends meet.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- consolidate its multidisciplinary and people–centred response to the protection needs of violence–affected communities; enhance its dialogue with authorities and weapon bearers on IHL, international human rights law, and humanitarian principles, with a view to promoting protection for civilians;

- build resilience to the combined effects of violence and climatic shocks by helping people to meet their basic needs and restore their livelihoods, and by facilitating their access to clean water, health care and education;

- strengthen local capacities in first aid, primary health care and hospital services, including surgery, support the provision of rehabilitative care to physically disabled people and of mental–health and psychosocial support to victims of violence, including sexual violence, and missing people’s families;

- visit detainees and help detaining authorities to improve detainees’ treatment and living conditions; and

- work with the authorities and the South Sudan Red Cross to help members of dispersed families reconnect; ascertain the fate of missing people; assist their families; and, when appropriate, help reunite families.

To optimize its operational set–up given resource–related constraints, the ICRC closed its offices in Mankien and Old Fangak, and moved its office in Udier to Maiwut in 2022. It will close its office in Rumbek in 2023.
**CIVILIANS**

Objective: Civilians are respected by all parties to armed conflict or other violence, in accordance with IHL and other applicable law. They meet their basic needs and can restore or sustain their livelihoods. Victims of violence have access to mental-health and psychosocial support. Members of dispersed families can stay in touch and are reunited where appropriate. The families of people reported missing are able to ascertain the fate of their relatives.

**Promoting compliance with international norms and protecting victims of violence**

The ICRC will remind authorities and weapon bearers on all sides to meet their obligations under IHL, international human rights law and other applicable norms, particularly to facilitate access to humanitarian aid and essential services such as medical care and education; protect people who are not or are no longer participating in the fighting, including those seeking or providing health services and those involved in managing human remains; and prevent sexual violence, occupation of schools, recruitment of children into fighting forces, and other abuses.

In line with its community-based protection approach, the ICRC will deepen its engagement with violence-affected communities to understand their safety concerns and coping mechanisms more fully, and to help them develop community-based activities to reduce threats to their safety (see also *Actors of influence*). It will follow up instances of unlawful conduct against civilians and civilian infrastructure with the pertinent authorities and weapon bearers, and urge them to take corrective and preventive action. It will work with the authorities and the health and education sectors, and with NGOs, aid organizations and other civil–society groups, to ensure that victims of violence have access to the assistance they require, including mental-health and psychosocial support.

The authorities will be urged to address the needs of victims/survivors of sexual violence without exposing them to stigmatization or other harm. The ICRC will also discuss with the interior and health ministries the adverse consequences of requiring health facilities to report cases of sexual violence to the police before treating the victims/survivors (see also *Actors of influence*). In this connection, the ICRC will use the findings of its study on male perceptions of sexual violence, carried out in South Sudan and the Central African Republic in 2020 and published in 2022, to deepen discussions with the authorities on the causes and effects of sexual violence, preventive measures, and mechanisms for accountability.

To mitigate the effects of violence on children’s education, the ICRC will help conflict-affected communities to ensure the continuity or resumption of educational activities. The ICRC will also help volunteer teachers and other community members to design and conduct lessons on basic literacy and numeracy for children in IDP communities. Demobilized children, children of missing people, and others who are particularly vulnerable will be given support for their education.

**Enabling people to restore contact with relatives or ascertain their fate**

The ICRC will, through the Movement’s family—links services, help people reconnect and/or reunite with relatives from whom they have become separated because of violence, detention, migration or other circumstances. It will pay close attention to separated/unaccompanied minors, demobilized children and adults with specific vulnerabilities. Reunited families will be followed up and given financial and other support, as appropriate, to help them become self-sufficient. Together with other Movement components, the ICRC will strengthen the South Sudan Red Cross’s capacity to provide family—links services; it will also help the National Society to develop training materials and enlarge its pool of trainers.

Clarifying the fate of missing people is part of the peace agreement, and the government has set up a technical working group to address the matter. The ICRC will give the group expert advice to develop legal and policy frameworks and create a national mechanism for resolving cases of missing people and assisting their families. It will maintain contact with these families and, with the National Society, provide them with economic assistance, train community—based volunteers to give them basic mental—health and psychosocial support, or refer them to other organizations for further help. The ICRC will also provide the support necessary for the interministerial committee that oversees the management of human remains during mass—casualty incidents. It will help military and police personnel, health ministry staff, and first responders to develop their ability to manage human remains, with a view to preventing disappearances.

**Supporting the provision of essential services for violence-affected communities**

The ICRC will support primary—health—care centres in providing basic health services in communities. In cooperation with the health ministry and the National Society and other Movement components, it will facilitate access to preventive care for children; reproductive—health counselling and maternal care; curative care for the most common illnesses and injuries; post—exposure prophylactics for victims/survivors of sexual violence; and referrals to secondary care, when necessary. To this end, the ICRC will train midwives, clinicians, and other health—centre staff to carry out their duties in line with professional standards, and in accordance with the goals of the Health Care in Danger initiative. It will also increase the capacity of traditional birth attendants to refer at—risk pregnant women for appropriate care. Repairs will be made to vital infrastructure at selected health centres to ensure that patients and health workers have clean water and sanitary surroundings. At the authorities’ request, the ICRC will support the conduct of vaccination campaigns against COVID—19.

The ICRC will also seek to train more people in counselling, to make mental—health and psychosocial support more widely available for victims of violence, including sexual violence; physically disabled people; people with HIV/AIDS and TB; and missing people’s families.

To help check the spread of diseases caused by contaminated water and unsanitary conditions, the ICRC will strive to increase the availability of clean water and sanitation facilities in urban,
peri-urban and remote areas. Water projects will be carried out with long-term sustainability in mind – communities will be involved in building and maintaining water-supply facilities, many of which will run on solar power. Activities will also be adapted to climate risks; for example, together with the National Society, the ICRC will install above-ground reservoirs to enable harvesting and storage of rainwater, for drinking, household use and irrigation. Some water facilities will be installed closer to settlements, to make it easier for women and children to fetch water and help reduce threats to their safety in volatile security conditions.

**Building communities’ self-sufficiency**

The ICRC, together with the National Society, will help vulnerable communities recover from the effects of violence, and build their resilience to it, by restoring or strengthening their ability to farm, fish and raise livestock. It will give relief assistance to destitute residents, IDPs, returnees and other violence-affected people to meet their basic needs and preserve their resources. In response to growing food insecurity, the ICRC will prioritize addressing people’s need for food. At the same time, it will continue to support the National Society’s efforts to ease people’s living conditions after natural disasters and other emergencies.

The ICRC will provide people with opportunities to earn an income, through small businesses and other means. Victims/survivors of sexual violence, physically disabled people, missing people’s families and others identified – by the ICRC’s protection and health teams – as particularly vulnerable to social exclusion or destitution will be referred for the assistance mentioned above.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- **P** through oral and/or written representations, remind authorities and weapon bearers to fulfil their obligations under IHL and other applicable law
- **Pr** organize briefings and workshops, for members of armed groups and other weapon bearers, on IHL and international human rights law, and on protecting medical services and preventing sexual violence
- **P** convene round tables with officials from the health and interior ministries on the protection needs of victims/survivors of sexual violence; share with them the findings and recommendations of an ICRC study on male perceptions of sexual violence
- **P** assist victims of violence, including sexual violence (see Health and Economic security below, and Wounded and sick); if necessary, refer demobilized children and victims/survivors of sexual violence to other organizations for further assistance
- **P** meet regularly with violence-affected communities to gather their views and suggestions and inform them of ICRC activities; organize workshops on community-based measures to increase their resilience to the effects of violence
- **P** provide training, teaching materials and financial support for volunteer teachers; furnish schools with desks and chairs; give particularly vulnerable families, including those displaced, financial or material assistance to enable their children to attend school; help communities repair or construct schools (see Water and habitat below)

**PROTECTION OF FAMILY LINKS**

With the National Society:

- **P** collect and follow up tracing requests with the pertinent authorities and weapon bearers (see also People deprived of their freedom), and notify the families concerned of the response, if any
- **P** help members of dispersed families reconnect through phone calls, RCMs and other family-links services; publicize these services – and measures to prevent family separation during large-scale population movements and emergencies – through communication campaigns and meetings with community leaders
- **P** help reunite vulnerable adults and children with their families; follow them up after reunification and give them support, as needed; refer them to the ICRC’s economic-security programmes or to other organizations for other assistance, as appropriate
- **P** provide economic assistance to relatives of missing people; train community-based volunteers in giving them basic mental-health and psychosocial support; refer them to other organizations for further help, such as on their legal and administrative concerns, as needed
- **P** mobilize the authorities – and provide them with technical support for developing policy and legal frameworks – to address the issue of missing people and the needs of the families concerned; organize round tables on the subject

**FORENSICS**

- **P** provide training, expert advice and material support, including personal protective equipment (PPE) and office equipment, for health ministry staff, military and police personnel, and others involved in managing human remains; sponsor them to attend forensic events in other countries; provide support for renovating mortuaries
- **P** give the authorities, particularly the interministerial steering committee, technical support to develop a legal framework and standard procedures for managing human remains; support the health ministry in setting up a directorate of forensic science; organize a round table to this end
- **P** conduct information sessions – for communities and authorities – on the importance of managing human remains properly, on the activities involved (exhumation, autopsies, identification, etc.), and on the protection due to people involved in managing human remains

**HEALTH**

- **A** supply medicine and consumables regularly to up to 11 health centres; provide training for health staff
A during disease outbreaks or other emergencies, provide medicine and other support to up to three other health facilities; stand ready to support vaccination campaigns against COVID-19
A conduct information sessions for health staff on the goals of the Health Care in Danger initiative, and on the services available to victims of violence, including sexual violence
A train health staff and community volunteers to provide mental-health and psychosocial support for people who may be under psychological distress

**WATER AND HABITAT**

Water and habitat activities
313,120 people

A make clean water and sanitation and other communal facilities accessible to some 313,000 people; to this end:
- with the National Society, repair, install, or construct hand pumps, water yards and earth dams for up to 196,000 people in rural areas; train mechanics and community members to maintain them
- upgrade or construct water systems to supply clean water to up to 100,000 people in urban and peri-urban areas
- involve communities – for example, through cash-for-work projects – in renovating or constructing school buildings, irrigation facilities, and other communal infrastructure for up to 7,000 people
- during public-health and other emergencies, provide up to 10,000 people with clean water by repairing or building water points and distributing water-treatment chemicals
A renovate or support the renovation of water, sanitation and waste-management facilities at seven health centres

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Food production</th>
</tr>
</thead>
<tbody>
<tr>
<td>227,718 people</td>
<td>382,038 people</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income support</th>
<th>Living conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,130 people</td>
<td>102,000 people</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capacity-building</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,612 people</td>
</tr>
</tbody>
</table>

A help up to 63,700 households (around 382,000 people) in violence-affected communities produce more food or protect their livelihoods; more specifically:
- with the National Society, give seed and tools to around 49,100 farming households (294,800 people)
- donate fishing kits and canoes to some 5,500 households (33,200 people) in riverine communities
- together with the authorities, organize campaigns to vaccinate, and treat for disease, livestock belonging to 9,000 herding households (54,000 people)

With the National Society:
A distribute food, or cash for buying food, to up to 38,000 households (almost 228,000 people)
A give household essentials to up to 17,000 households (102,000 people), including those affected by natural disasters
A provide cash grants for starting small businesses, or cash-for-work opportunities, to up to 5,130 people, including physically disabled people, victims/survivors of sexual violence, and female heads of households
A provide training in good agricultural practices, basic veterinary services, dairy processing, or basic business skills to around 1,600 people, including farmers, animal–health workers and other community members

**SUPPORT FOR THE NATIONAL SOCIETY**

A provide National Society staff and volunteers with material, logistical and financial support, and training, to strengthen their ability to:
- monitor and address the protection-related concerns of victims of violence, including sexual violence
- carry out activities in the following areas: economic security, hygiene promotion, instruction in the maintenance and repair of water facilities, management of human remains, restoration of family links, assistance for missing people’s families, and psychosocial support

**PEOPLE DEPRIVED OF THEIR FREEDOM**

Objective: Detainees are afforded treatment and living conditions that comply with IHL, where applicable, and meet internationally recognized standards.

People arrested by government forces are detained at facilities run by the National Prisons Service (NPS), the defence ministry or the national security ministry. Some people are held by armed groups. The NPS, which is under the interior ministry, runs the Juba Central Prison (JCP), the largest prison in South Sudan, and other civilian prisons in the country. The UN Mission in South Sudan (UNMISS) hands over some people in its custody to the South Sudanese authorities.

**Visiting detainees and monitoring their situation**

The ICRC will seek to ensure that authorities and weapon bearers understand and support its work for detainees, with a view to gaining access to all detainees within its purview. Where access is granted, the ICRC will visit, in accordance with its standard procedures, people held in facilities run by government authorities, armed groups and UNMISS. It will pay particular attention to detainees held in connection with armed conflict or for security reasons. After these visits, it will communicate its findings and recommendations confidentially to the pertinent authorities and urge them to take steps to ensure that detainees’ treatment meets internationally recognized standards and/or complies with IHL.

The ICRC will strive to broaden understanding of IHL and internationally recognized standards for detention throughout the criminal-justice system. It will help to make retaining
authorities, particularly the NPS, better informed in such areas as detainee registration and sentence management. The ICRC will help detainees establish and maintain meaningful contact with their families; ex-detainees will be given the same help, and other support, to reintegrate into society. The ICRC will also give the education ministry and the NPS support for educating detained minors; the NPS and the justice and health ministries will be assisted in exploring alternatives to detention for detainees with mental illnesses.

**Helping the authorities to improve detainees’ access to essential services and living conditions**

The ICRC will provide prison authorities, and interior and health ministry officials, with comprehensive support for making health care more readily available to detainees. To help bring down high rates of malnutrition in many prisons, the ICRC will build prison staff’s capacities in monitoring nutrition; treating and preventing malnutrition; and managing financial resources and the supply of food. It will facilitate closer coordination between the NPS and the health and interior ministries in providing detainees with suitable health care. The ICRC will also continue to advocate the use of certain tools to screen and monitor detainees for disease and malnutrition.

To help ease detainees’ living conditions over the long term, the ICRC will provide detaining authorities with material support, as well as support for drafting a strategy to manage prison infrastructure that would include renovating water and sanitation facilities, kitchens, and other spaces used by detainees.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- **Protection**
  - visit detainees to check on their treatment and living conditions
  - during dialogue with authorities and weapon bearers, explain the ICRC’s working methods and, on behalf of the families concerned, request information on the whereabouts of people alleged to have been captured or detained
  - organize round tables and training sessions for detaining authorities on such subjects as IHL, internationally recognized standards for detention, judicial guarantees, best practices in prison management, and the specific needs of certain groups of detainees
  - with the agreement of all parties concerned, act as a neutral intermediary in the handover or exchange of released detainees; remind detaining authorities to respect the principle of non-refoulement
  - help detainees to contact their relatives through RCMs and phone calls; through oral and written representations, urge prison authorities to allow family visits for detainees
  - provide cash, referrals for medical examinations, and other forms of assistance for security detainees after their release; together with the National Society, help them locate and reunite with their relatives

- **Provide financial and other support to teachers assigned by the education ministry to the JCP’s juvenile centre**

**HEALTH**

- visit selected prisons regularly to monitor cases of malnutrition, HIV/AIDS and TB, and detainees’ access to health care; conduct health-promotion sessions for detainees; organize meetings periodically with the NPS and the interior and health ministries to address health issues in prisons, and give them technical support in this regard

- train staff at four NPS-run prisons in detecting and treating malnutrition; provide these prisons with a regular supply of therapeutic food for detainees (see Economic security below)

- donate medicine to ICRC–supported prisons in case of critical shortages or disease outbreaks

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Living conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,800 people</td>
<td>5,000 people</td>
</tr>
</tbody>
</table>

- supply up to 2,800 detainees with therapeutic food or, during emergencies, food rations; provide some of them with seed and tools for planting vegetable gardens, and train them in good agricultural practices; train prison staff in managing the supply of food, and in treating and preventing malnutrition

- donate sleeping mats, mosquito nets, blankets, and hygiene items for up to 5,000 people in civilian and military prisons

**WATER AND HABITAT**

- together with prison engineers and technicians, upgrade living spaces, water and sanitation facilities, cooking areas, and spaces for storing food at selected civilian and military prisons, for the benefit of up to 6,400 detainees; conduct training in maintaining such facilities

**WOUNDED AND SICK**

Objective: Wounded and sick people receive suitable treatment. People with disabilities have access to good-quality prostheses, orthoses and physiotherapy, and are able to reintegrate into society.

**Helping wounded and sick people obtain suitable care**

The ICRC will continue to broaden awareness of key messages of the Health Care in Danger initiative: that attacking patients and medical personnel, facilities and vehicles is unlawful; that hindering access to life-saving care is inhumane; and that weapons have no place in medical facilities.
To increase the likelihood of wounded people receiving timely care, the ICRC and the South Sudan Red Cross will seek to train more people in first aid; to the same end, it will engage authorities and weapon bearers in dialogue on facilitating transfers to hospitals. When necessary, the ICRC will use its aircraft to evacuate wounded people, prioritizing women, children and people with life- and limb-threatening injuries.

The ICRC will give the Akobo County Hospital and the Juba Military Hospital comprehensive support for providing life-saving care. These hospitals, where patients will benefit from the expertise of ICRC surgical teams, will be assisted to expand their capacities in gynaecology, paediatrics, outpatients care, general surgery, trauma care, treatment for victims/survivors of rape, treatment for HIV/AIDS and TB in line with national programmes, and mass-casualty management. ICRC training will help doctors, nurses, anaesthetists and other health workers, as well as hospital administrators, to perform their duties in line with national guidelines or internationally recognized professional standards.

People recovering from wounds, disabled people, victims/survivors of sexual violence, and TB and HIV/AIDS patients will be referred to ICRC–trained counsellors for mental–health and psychosocial support (see Civilians).

**Supporting people with physical disabilities**

The ICRC will work with the gender and social welfare ministry, and others in the physical rehabilitation sector, to expand the availability of rehabilitative care for people with physical disabilities. It will continue to support the creation of a national board to set standards for physical rehabilitation services and for professional qualifications. Physical rehabilitation centres in Juba, Rumbek and Wau will be given material and technical support for providing mobility devices, and physiotherapy and other services to more disabled people, including those from remote areas. The ICRC will cover treatment and travel costs for destitute patients. It will also seek to advance the socio-economic inclusion of people with physical disabilities through sports and other activities. It will sponsor the education of people recovering from wounds, disabled people, victims/survivors of sexual violence, and TB and HIV/AIDS patients to take part in sports, educational courses, vocational associations; enable up to 150 physically disabled people for economic assistance and/or psychosocial support (see Civilians).

**Ensuring the safety of patients, health workers and the community**

In cooperation with the pertinent health authorities, the ICRC will repair water, electrical and other essential infrastructure at the hospitals and physical rehabilitation centres mentioned above, to provide a safe and sanitary environment for patients and health staff. It will continue work on constructing a new operating theatre at the Juba Military Hospital, for the benefit of patients and surgical teams, and of surgical interns who will be trained there. The ICRC will also work to make selected schools more accessible to students with physical disabilities. It will help health staff learn more about managing medical waste, maintaining facilities, and implementing measures to control and prevent infections, including in connection with COVID–19.

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.

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**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

<table>
<thead>
<tr>
<th>Hospitals supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 structures</td>
</tr>
</tbody>
</table>

- conduct information sessions for health staff on the goals of the Health Care in Danger initiative
- train weapon bearers and National Society volunteers in first aid and give them first-aid kits; conduct train-the-trainer courses for National Society personnel
- transfer wounded people to ICRC-supported hospitals, using ICRC aircraft when necessary
- maintain ICRC surgical teams at the Akobo County Hospital and the Juba Military Hospital; give these hospitals drugs, medical equipment, PPE and other supplies, and funds for covering running costs, including for staff incentives and food for patients and their carers; conduct training sessions for health workers and hospital administrators
- provide medicine and other material support to two other hospitals during emergencies

**PHYSICAL REHABILITATION**

<table>
<thead>
<tr>
<th>Projects supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 projects</td>
</tr>
</tbody>
</table>

- provide three physical rehabilitation centres with supplies and equipment, staff incentives, and expert advice and training, to enable them to serve up to around 3,900 disabled people 1
- cover transportation, food and accommodation costs for destitute patients, and for their carers; refer patients for economic assistance and/or psychosocial support (see Civilians)
- give the gender and social welfare ministry technical support to create a national oversight board for the physical rehabilitation sector
- provide funding, material assistance or other support for the national wheelchair-basketball and amputee–football associations; enable up to 150 physically disabled people to take part in sports, educational courses, vocational training and other social–inclusion activities
- provide scholarships for people studying to become physiotherapists or prosthetists/orthotists

**WATER AND HABITAT**

<table>
<thead>
<tr>
<th>Water and habitat activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 structures</td>
</tr>
</tbody>
</table>

- repair key facilities, or set up new ones, at five hospitals and three physical rehabilitation centres; install ramps for physically disabled students at five schools
ACTORS OF INFLUENCE

Objective: The authorities and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict or other violence, and incorporate these norms in their decision-making. Community leaders help foster awareness of humanitarian issues and IHL among all those involved in armed conflict or other violence, and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

Promoting support for humanitarian action

The ICRC will continue to interact with violence-affected people, including those in remote areas, to understand their needs more fully, inform them of its activities, and gather their views and suggestions (see also Civilians). Together with the South Sudan Red Cross, it will provide communities with pertinent and usable information about their safety concerns and the assistance available from the ICRC and other Movement components.

The ICRC will seek to broaden public awareness of, and influence public opinion and behaviour on, such key issues as the humanitarian consequences of the armed clashes in Equatoria and the communal violence in many parts of the country; the unlawfulness of sexual violence and of attacks against patients, health workers and medical facilities; and the necessity of ensuring the safety of students and schools and of clarifying the fate of missing people and addressing their families’ needs. It will do so through communication campaigns and by engaging with the media, civil society, and other stakeholders; these campaigns will also seek to advance understanding of the ICRC’s neutral, impartial and independent humanitarian action, and increase respect and support for it.

The ICRC, together with other Movement components working in the country, will back the National Society’s efforts to connect with communities more effectively, and expand support for its activities, such as those carried out to realize the goals of the Health Care in Danger initiative. The ICRC will assist the National Society in engaging the ministries of justice and parliamentary affairs, among others, in dialogue on such matters as the Red Cross law of South Sudan, the country’s regulations on the use of the emblems protected by IHL, and the formation of a national IHL committee.

Cultivating respect for IHL and other norms

The ICRC will work to broaden knowledge and acceptance of IHL, international human rights law, and other applicable norms among members of parliament, government ministers, military and police personnel, armed groups, local authorities, and community leaders. It will also engage with weapon bearers to strengthen their understanding of these bodies of law: it will urge decision makers, trainers, and key units among them to prevent such unlawful conduct as sexual violence, recruitment of minors and attacks against medical facilities and schools, and to enforce accountability within their ranks.

The ICRC will help the authorities to incorporate in domestic law provisions of IHL and related treaties, including the African Union Convention on IDPs, the Convention on Enforced Disappearance, and the Arms Trade Treaty. Given the links between universities and political decision makers, and to expand capacities among participating professionals in the country’s new hybrid court for conflict-related crimes, the ICRC will raise awareness of humanitarian issues, and seek to advance understanding of IHL, international human rights law and pertinent legal instruments, among civilian and military judges, lawyers, and university lecturers and students.

PLAN OF ACTION AND INDICATORS

- collect and respond to the views and suggestions expressed by communities, during outreach activities or through other means, such as hotlines
- conduct briefings, training sessions, and train-the-trainer courses on IHL and international human rights law for the authorities and weapon bearers; engage them in dialogue on issues of major concern, such as prevention of sexual violence, the Health Care in Danger initiative, and access to education
- organize seminars, workshops, round tables and other events on IHL for judges, lawyers, academics and students; sponsor some of these people to attend IHL-themed international events
- through workshops and meetings with lawmakers and other government officials, advocate adoption and implementation of the provisions of key IHL treaties
- launch public information campaigns, and produce print and multimedia materials and social-media content, on pressing humanitarian issues and the ICRC’s response to them; conduct networking events with the media to broaden awareness of issues of humanitarian concern and the ICRC’s activities

SUPPORT FOR THE NATIONAL SOCIETY

- give the National Society training, and material and technical support, for its public-communication efforts, and expert advice for conducting dialogue with the authorities on IHL-related matters

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The South Sudan Red Cross has a strong legal basis for independent action. It is able to assist people affected by violence, climate shocks and other emergencies. The activities of all Movement components are coordinated.

The National Society has over 200 staff members and 21,000 volunteers at its 21 branches. Because of the countrywide presence of its emergency action teams, it is often the first responder during emergencies. It is supported by and carries out activities with the ICRC, the International Federation, and nine other National Societies operating in the country. Movement components in South Sudan operate in accordance with a coordination agreement, under which the ICRC provides advice on security management and logistics in areas affected by armed conflict and other violence.

As the ICRC’s main partner, the National Society will be given various forms of support for working in violence-affected areas in line with the Fundamental Principles and the Safer Access
Framework, and in accordance with the basic principles of protection-related work. The ICRC’s support will help the National Society improve its leadership capacities; develop volunteer-based activities/services, including youth-led initiatives, at its branches; strengthen its ability to assist violence-affected people (see Civilians and Wounded and sick), particularly during and after natural disasters and other emergencies; and engage with communities more effectively (see Actors of influence).

Together with other Movement partners, the ICRC will help the National Society to develop its organizational structure and governance, particularly in such areas as financial management, logistics and internal communication. It will review its coordination mechanisms with other Movement components in South Sudan – in line with a revised cooperation framework, with a view to strengthening the impact of the Movement’s humanitarian response and its preparedness for emergencies.

**PLAN OF ACTION AND INDICATORS**

- Provide the National Society, including its branches, with training and material, logistical and financial support to strengthen its ability to determine and respond effectively to the needs of people affected by emergencies.
- Coordinate activities and security measures among Movement components, and work with them to develop contingency plans for protracted crises, through meetings, workshops and other means.
The ICRC has been present in Sudan since 1978 to address the consequences of armed conflict. While pursuing dialogue with the authorities on increasing its direct access to violence-affected people, it focuses on activities aiming to: promote respect for IHL; help people meet their basic needs and access physical rehabilitation and other essential services; re-establish links between separated family members; and seek information on the fate of persons allegedly detained in connection with conflict. The ICRC works with and supports the Sudanese Red Crescent.

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection</td>
<td>2,888</td>
</tr>
<tr>
<td>Assistance</td>
<td>27,988</td>
</tr>
<tr>
<td>Prevention</td>
<td>2,877</td>
</tr>
<tr>
<td>Cooperation with National Societies</td>
<td>2,753</td>
</tr>
<tr>
<td>General</td>
<td>276</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>36,782</td>
</tr>
</tbody>
</table>

*Of which: Overheads 2,245*

**PERSONNEL**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>42</td>
</tr>
<tr>
<td>Resident staff</td>
<td>469</td>
</tr>
</tbody>
</table>

**ASSISTANCE TARGETS**

**CIVILIANS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td></td>
</tr>
<tr>
<td>Food production</td>
<td>248,100 people</td>
</tr>
<tr>
<td>Income support</td>
<td>60,000 people</td>
</tr>
<tr>
<td>Living conditions</td>
<td>72,000 people</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>407 people</td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>711,040 people</td>
</tr>
<tr>
<td>Health</td>
<td></td>
</tr>
<tr>
<td>Health centres supported</td>
<td>15 structures</td>
</tr>
</tbody>
</table>

**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water and habitat activities</td>
<td></td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>1,270 people</td>
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</tbody>
</table>

**WOUNDED AND SICK**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical care</td>
<td></td>
</tr>
<tr>
<td>Hospitals supported</td>
<td>16 structures</td>
</tr>
<tr>
<td>Physical rehabilitation</td>
<td></td>
</tr>
<tr>
<td>Projects supported</td>
<td>10 projects</td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td></td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>1 structure</td>
</tr>
</tbody>
</table>
SITUATION

- Communal violence, linked to ethnic tensions, persists, particularly in Blue Nile, Darfur, South Kordofan, and eastern Sudan. In some areas of Darfur, tensions remain between government forces and armed groups, and occasionally lead to violent clashes.
- The political situation in the country remains unstable. Following the dissolution of the transitional government – composed of civilian and military representatives – in October 2021, efforts to form a new government are still ongoing.
- Protests over the political and socio-economic crises in the country take place in Khartoum and other major cities. These protests turn violent sometimes.
- Refugees from Ethiopia, South Sudan, and other countries have been arriving and settling in camps in different parts of Sudan. The UNHCR estimates that over a million refugees are still in the country.
- Extreme weather conditions brought about by climate change have become frequent, leading to droughts or recurrent flooding.

HUMANITARIAN CONCERNS

- More than 3 million Sudanese remain internally displaced in Darfur, Blue Nile and South Kordofan. Obtaining basic necessities is fraught with difficulty for IDPs, residents and returnees in violence-affected areas, as the violence has restricted movement and disrupted harvests and local commerce. Basic goods such as bread, medicine and petrol are in short supply. Food insecurity is a source of major concern. The situation is exacerbated by inflation – made worse by the international armed conflict between the Russian Federation and Ukraine – and floods, which destroy crops and livelihoods.
- Clean water and health services are not readily available in violence-affected communities. Water facilities and health centres are understaffed and without the necessary resources. Those that are still functioning cannot cope with the large number of people in need, particularly in areas hosting IDPs. Treatment for victims/survivors of sexual violence – an occurrence which has become frequent and widespread – are inadequate. Most disabled people, including those whose disabilities were incurred during past armed conflict or other situations of violence, cannot afford physiotherapy or mobility devices; many of them are socially isolated and destitute.
- Violence, migration and detention have separated families. Members of these families are often unable to contact their relatives because of ongoing fighting or poor mobile-network coverage. Some people have gone missing because of the hostilities, and remain unaccounted for.
- Security and logistical constraints often hamper humanitarian organizations’ efforts to reach people in need, and make the delivery of aid a hazardous undertaking. In March 2022, for example, two Sudanese Red Crescent volunteers were abducted in South Kordofan; they were eventually released with the help of the ICRC.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- secure direct and independent access to violence-affected people by increasing acceptance and support for its activities among authorities, weapon bearers, religious and community leaders, and other influential actors; strengthen its engagement with violence-affected people and migrants, including refugees, to document their concerns about their safety and to ensure that its projects reduce risks to their safety and help build their resilience;
- explore more sustainable means of helping violence-affected communities to achieve some degree of financial security and obtain sufficient quantities of food and clean water and good-quality health care, and to help them also to cope with the effects of climate change;
- secure full access to visit detainees in line with standard ICRC procedures and check on their treatment and living conditions; help the authorities to enable detainees to contact their families, and to upgrade essential facilities;
- help authorities and weapon bearers to learn more about IHL and other applicable law, in order to promote respect for all these norms; and
- give the Sudanese Red Crescent support for expanding its operational and organizational capacities, and work with it, and other Movement components in Sudan, to enhance the Movement’s coordinated response in violence-affected areas.
**ICRC ACTION**

**CIVILIANS**

**Objective:** Civilians are respected, in accordance with IHL and other applicable law, by all parties involved in armed conflict or other violence. They meet their basic needs and can restore or sustain their livelihoods. Members of dispersed families can stay in touch, and ascertain the whereabouts of missing relatives. Where appropriate, unaccompanied children and other vulnerable people are reunited with their families.

**Gathering support for humanitarian work**

The ICRC will continue to broaden awareness of its mission and acceptance for its neutral, impartial and independent humanitarian activities among authorities and weapon bearers, with a view to obtaining safe and unhindered access to people in violence-affected areas (see Actors of influence). It will monitor the protection-related concerns of people affected by violence — including IDPs and victims/survivors of sexual violence — and other vulnerable groups such as refugees and migrants. It will seek to discuss these concerns with the pertinent parties. It will also strive to further understanding, among the authorities and weapon bearers, of IHL — particularly the obligation to safeguard health services, schools and other civilian infrastructure — and humanitarian principles (see also Actors of influence). At the same time, the ICRC will work closely with communities to help them devise positive coping mechanisms against the consequences of violence (see also Actors of influence).

**Helping communities to become more resilient to the effects of violence**

The ICRC will focus on helping the most vulnerable displaced, returnee and resident communities to develop their resilience to the effects of violence, particularly in places where virtually no other humanitarian actors have a presence, such as hard-to-reach areas of Darfur, Blue Nile and South Kordofan. It will maintain its efforts to help people meet their needs in a sustainable manner and deliver emergency assistance during periods of intensified violence or disease outbreaks. It will carry out its activities together with local institutions and the Sudanese Red Crescent, and help them expand their capacities in order to ensure sustainable delivery of essential services.

Where possible, the ICRC will provide emergency relief and livelihood assistance through cash or vouchers, to give recipients flexibility of choice and stimulate local commerce amid the high cost of basic goods. To help people cope with the food crisis, farmers and herders will be given support to increase food production and protect their livelihoods. The ICRC will also help build capacities at local institutions in producing good-quality seed or providing veterinary services. It will assist IDP, returnee, and other vulnerable households to pursue income-earning activities.

The ICRC, with the help of the Sudanese Red Crescent, will strive to make free primary health care more readily available to violence-affected communities. It will help health facilities strengthen their capacities in emergency preparedness and response (see Wounded and sick) and in providing reproductive, curative and preventive care, such as vaccination for children against common diseases, malnutrition screening, and specialized treatment for non-communicable diseases and for victims/survivors of sexual violence. The ICRC will help facilitate referrals for pregnant women, victims/survivors of sexual violence, wounded people and others. It will also make communities aware of the health services available to them, and enable health staff and National Society volunteers to do this themselves. The ICRC will continue to assist health facilities in strengthening measures to prevent and check the spread of COVID-19 and other infectious diseases. It will also support local health authorities’ vaccination campaigns against COVID-19. To help prevent attacks against health workers and facilities, the ICRC will assist health workers to mitigate risks to their safety — for example, by helping them to set up signs reminding people not to bring weapons onto the premises, in line with the Health Care in Danger initiative.

The ICRC will work with local water boards to make clean water more readily available to violence-affected people, particularly in places receiving influxes of IDPs. The ICRC will use renewable sources of energy, wherever it can, to make such services more resilient to the effects of climate change. It will also help develop local water technicians’ ability to ensure the uninterrupted functioning of these facilities. In addition, projects will be carried out to ensure that essential facilities at health centres are fully functional, so that patients and health staff have a safe and sanitary environment.

**Enabling people to restore contact with relatives or ascertain their fate**

The National Society will continue to receive ICRC support to strengthen its family-links capacities, in order to enable people separated from their families — particularly newly displaced people, refugees and other migrants, and people with relatives detained in other countries — to get in touch or reunite with relatives. The ICRC will help the National Society to make effective use of various tools to trace people being sought by their relatives, such as Trace the Face, an online platform created to help reconnect migrants and their families. The ICRC will also engage authorities in dialogue to broaden awareness of the Movement’s family-links services and acceptance for them.

The ICRC will help the authorities develop the forensic capacities necessary to ascertain the fate of people missing in connection with conflict or other violence and provide answers to the families concerned. It will offer to help them create national mechanisms, and will assist local service providers in strengthening their skills, to ensure that human remains are properly managed, and subsequently identified and handed over to the families concerned. The ICRC will also endeavour to provide missing peoples’ families with the means to cope with their situation.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- discuss the ICRC’s activities and the basic provisions of IHL with the authorities, weapon bearers and others
- monitor the protection-related concerns of violence-affected people and migrants, including refugees;
whenever possible, raise these concerns with the pertinent parties

**PROTECTION OF FAMILY LINKS**
- help reunite unaccompanied minors and other vulnerable people with their families
- explore, with the pertinent authorities, the possibility of providing financial or other assistance to missing peoples’ families

With the National Society:
- provide family-links services (e.g. phone calls, RCMs, tracing) for people separated from their relatives
- organize dissemination sessions for Sudanese authorities on the Movement’s family-links services

**FORENSICS**
- explain to the pertinent authorities the importance of ensuring that human remains are managed properly and give them advice for developing policies and procedures to this end
- provide forensic workers with supplies (e.g. forensic kits, body bags) and technical support or training

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food production</th>
<th>248,100 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income support</td>
<td>60,000 people</td>
</tr>
<tr>
<td>Living conditions</td>
<td>72,000 people</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>407 people</td>
</tr>
</tbody>
</table>

- help around 41,350 households (248,100 people) grow more food; more specifically:
  - together with the National Society, provide some 21,350 households (128,100 people) with farming supplies (e.g. seed, tools), or cash or vouchers to buy these items; train some of them in seed multiplication and post-harvest management
  - in conjunction with authorities, organize campaigns to vaccinate and treat livestock belonging to around 20,000 households (120,000 people); share information with communities on how to obtain these services and on animal health

With the National Society:
- provide blankets, cooking utensils and other essentials for around 12,000 displaced or returnee households (72,000 people)
- help 10,000 households (60,000 people) add to their income or strengthen their livelihood, for instance, by repairing irrigation systems, distributing cash grants or vouchers, and organizing cash-for-work initiatives and/or training in basic business skills
- conduct basic or refresher training for 407 agricultural or animal-health workers, and/or veterinary technicians and nurses

**HEALTH**

<table>
<thead>
<tr>
<th>Health centres supported</th>
<th>15 structures</th>
</tr>
</thead>
</table>

With the National Society:
- document instances of violence against health services; conduct information sessions on the Health Care in Danger initiative for health staff and give them support for implementing risk-mitigation measures
- raise awareness among communities on the available health services available to them
- provide up to seven primary–health–care facilities with medical supplies and equipment, training, on-the-job mentoring and incentives for staff, and infrastructural support (see Water and habitat)
- where needed, facilitate referrals to advanced care for pregnant women, victims/survivors of sexual violence, wounded people, and others, and cover their expenses for transportation and treatment
- give the seven facilities mentioned above material, financial or other support to implement outreach programmes and other activities to vaccinate children and/or detect cases of severe malnutrition
- give local authorities logistical or other support for their vaccination campaigns against COVID-19
- during emergencies, donate medical supplies to up to eight other health centres

**WATER AND HABITAT**

- in partnership with local water boards, repair or upgrade – using solar-powered systems, wherever possible – water-supply systems and distribution networks serving some 691,000 people
- make repairs to waste-management and other essential infrastructure at three health facilities

With the National Society:
- train and equip water technicians to operate and maintain the structures mentioned above
- respond to influxes of IDPs or emergencies by providing water and sanitation services, and repairing critical water stations, for up to 20,000 IDPs and residents

**SUPPORT FOR THE NATIONAL SOCIETY**
- give the National Society training, and material and/or financial support, to develop its capacities in providing family-links services and livelihood support; promoting and carrying out health projects; implementing its water-
and-habitat activities; and monitoring and responding to protection-related concerns of migrants

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** Detainees are afforded treatment and living conditions that meet internationally recognized standards and/or comply with IHL.

**Seeking access to all detainees within the ICRC’s purview**

The ICRC will continue to engage in dialogue with the interior and justice ministries, other relevant Sudanese authorities, and armed groups. It will explain its detention-related activities and working methods, with a view to securing their consent to visit all detainees in accordance with its standard procedures. Where granted access, it will offer the detaining authorities support for ensuring that detainees’ treatment and living conditions meet internationally recognized standards. This means, in particular, enabling people who have been captured or detained to contact their families; notifying families of the fate of their relatives; and ensuring that detainees have access to water, hygiene and other essential facilities.

At the request of the parties concerned, the ICRC will serve as a neutral intermediary in the release or handover of detainees and people held by armed groups.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- organize workshops to explain the ICRC’s activities to interior and justice ministry officials, and other authorities; seek regular access to detainees, particularly people detained in connection with violence
- offer family-links services to detainees; follow up, with the pertinent parties, tracing requests and allegations of arrest, and notify the families concerned of their response, if any
- at the request of the parties concerned, act as a neutral intermediary in the release and handover of detainees

**WATER AND HABITAT**

- Water and habitat activities
  - 1,270 people

- repair water, wastewater, or sanitation facilities at places of detention, and give the staff technical or other support to maintain these facilities, for the benefit of around 1,270 detainees

**WOUNDED AND SICK**

**Objective:** Disabled people have access to good-quality prostheses and/or orthoses, and to physiotherapy. Members of violence-affected communities have access to hospital services.

**Seeking to ensure the sustainability of disability services**

The ICRC will continue to scale down its support for the National Authority for Prosthetics and Orthotics’ (NAPO) referral physical rehabilitation centre in Khartoum and seven other centres in Damazin, Dongola, El-Obeid, Gadaref, Kadugli, Kassala and Nyala, while also urging national authorities to take over the provision of this assistance. To ensure the continuity of services for disabled people in Sudan, the ICRC will continue to help strengthen the ability of the social development ministry and other authorities to sustain the provision of good-quality physical rehabilitation services, particularly in areas affected by fighting, where such services are not readily available. It will work with the authorities to help local institutions obtain the materials they need, and to expand capacities – among physiotherapists, prosthetists/orthotists and bench technicians – to meet widely recognized professional standards. The ICRC will maintain its support for the programme in prosthetics and orthotics conducted jointly by NAPO and the Al Neelain University in Khartoum. Destitute patients will receive assistance for travelling and obtaining services at the nearest centre, to ensure that they can access the care they need.

The ICRC will continue to advocate the socio-economic inclusion of disabled people. It will enable breadwinners with physical disabilities to obtain livelihood assistance, and will provide the National Council for Persons with Disabilities, with support to offer wheelchair—basketball and other sports for disabled people.

**Supporting the casualty care chain**

The ICRC will maintain its support for developing capacities among first responders, and at hospitals and other health facilities, to help ensure that wounded and sick people receive timely, life-saving assistance. It will work with the Sudanese Red Crescent to make personnel – at some ICRC-supported primary-health-care centres in violence-affected areas – capable of providing emergency care and referrals for victims/survivors of sexual violence, people needing surgery, and others (see Civilians).

The Kassala Teaching Hospital – to which people injured or wounded during social unrest and communal violence in Kassala State are usually taken, sometimes in large numbers – will continue to receive ICRC support for providing uninterrupted care at its emergency department, particularly in connection with mass-casualty emergencies. The ICRC will repair and renovate health facilities in order to expand the Kassala Teaching Hospital’s emergency department. It will also provide technical and other assistance for preventing the spread of disease. Several hospitals in violence-affected areas will be given ad hoc support for responding to increased needs during periods of intensified fighting and other emergencies.

The ICRC will help the Kassala Teaching Hospital and the other health facilities that it will be supporting establish measures to prevent violence against staff, and procedures for documenting incidents, if they occur, for follow-up with the pertinent parties.
**PLAN OF ACTION AND INDICATORS**

**PHYSICAL REHABILITATION**

- Projects supported: 10 projects

- Help eight NAPO centres provide services for 2,500 people with physical disabilities, free of charge whenever possible; more specifically:
  - Give the centres equipment and raw materials for making assistive devices; training; and refresher sessions for staff and technical support for surveying patients’ needs and collecting their views and suggestions
  - Cover food, transportation, and/or treatment costs for destitute patients
- Cover tuition and other expenses for NAPO staff attending courses in physical rehabilitation; provide technical, financial and other support for the training programme run by NAPO and the Al Neelain University
- Give the social development ministry and NAPO expert advice and other support to strengthen their managerial capabilities, particularly in establishing and managing supply lines for the components of mobility devices
- Provide the National Council for Persons with Disabilities with equipment – including sports wheelchairs – and financial assistance for organizing training sessions and tournaments for disabled people; refer breadwinners with disabilities for livelihood support (see **Civilians**)

**MEDICAL CARE**

- Hospitals supported: 16 structures

- Give the Kassala Teaching Hospital supplies; equipment; training; technical support; financial incentives for staff and managers; and technical assistance for dealing with mass-casualty emergencies and for preventing and controlling infections

With the National Society:

- At the Kassala Teaching Hospital and other ICRC-supported health facilities, document the incidence of violence against staff and ambulances; conduct information sessions on the Health Care in Danger initiative for staff and give them support for implementing risk-mitigation measures
- Train and equip weapon bearers, community members, National Society volunteers, health workers, and other first responders to provide first aid
- Teach staff at selected ICRC-supported primary-health-care facilities how to treat cases resulting from sexual violence and refer these victims/survivors to pertinent service providers

**WATER AND HABITAT**

- Water and habitat activities: 1 structure

- Carry out renovations at the Kassala Teaching Hospital

**ACTORS OF INFLUENCE**

Objective: The authorities and all weapon bearers understand and respect IHL and other basic rules protecting people during armed conflict or other violence, and incorporate them in their decision-making. Community and religious leaders, academics, journalists and other influential people help foster awareness of humanitarian issues and IHL among all those involved in armed conflict or other violence, and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

Broadening support for the Movement

The ICRC will seek to raise awareness of its neutral, impartial and independent approach to humanitarian action among government officials, weapon bearers, diplomats, civil-society groups, members of the media and others capable of shaping public opinion, with a view to expanding its access to violence-affected areas and reaching more people (see **Civilians**). It will do so by producing digital content and by increasing its presence on radio. The Sudanese Red Crescent will be given support for its own communication efforts, particularly to convey information on the Health Care in Danger initiative and on risk-mitigation measures and other matters of vital public interest during emergencies. The National Society will also be given support to impress upon authorities the importance of safeguarding the emblems protected under IHL. The ICRC will help the National Society replace the 2010 Sudanese Red Crescent Law with a new legal framework (see **Red Cross and Red Crescent Movement**).

The ICRC will strive for closer engagement with communities, to understand their needs and capacities more fully and to learn what they think of its activities (see **Civilians**). It will take their views and suggestions into account while designing programmes for them. It will also convey valuable information to them on various matters of concern, such as the ICRC services available to them and how to obtain them.

Making IHL and other applicable norms more widely known

The ICRC will continue to make its assistance and expertise available to government officials, and to military and police personnel and other weapon bearers, to enable them to add to their knowledge of IHL and international human rights law. It will also offer its support for integrating these norms and standards more fully into their doctrine and training. The

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
ICRC will continue to advocate ratification and/or domestic implementation of relevant norms such as the Convention on Certain Conventional Weapons and the African Union Convention on IDPs. It will also advocate the development and enactment of a law protecting the red crescent emblem. It will engage with academics, the national IHL committee and others who can influence or support the government’s efforts.

**PLAN OF ACTION AND INDICATORS**

- conduct training sessions on IHL and other applicable norms for military and police personnel, and other weapon bearers, or sponsor their attendance at an advanced seminar on IHL; help them ensure that these norms are integrated into their doctrine and training, for instance, by assisting them to draft a code of conduct
- organize briefings, training sessions and other events – such as essay competitions – on IHL and IHL-related treaties for judicial and legislative authorities, academics and the national IHL committee; give the national authorities expert advice for ratifying and/or advancing domestic implementation of these treaties
- hold workshops and information sessions on the ICRC’s mission and activities for the authorities, weapon bearers, and religious leaders, and in communities; produce news releases and other content for social and traditional media on humanitarian issues and ICRC activities
- learn about the needs and concerns of communities via different communication channels or workshops and through direct engagement; conduct dissemination sessions regularly on the Health Care in Danger initiative

**SUPPORT FOR THE NATIONAL SOCIETY**

- give the National Society financial, material and/or technical support for its communication initiatives and for drafting a legal framework to replace the 2010 Sudanese Red Crescent law

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**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Sudanese Red Crescent has a strong legal basis to carry out work that benefits people affected by violence, climate shocks, and other emergencies. The activities of all components of the Movement are coordinated.

The Sudan Red Crescent Society, which has an estimated 35,000 active volunteers, is the largest humanitarian organization in Sudan. It works in partnership with the ICRC to promote IHL and the Movement (see *Actors of influence*), and to provide assistance for violence-affected communities (see *Civilians*). It continues to endeavour to reform its governance, as required in 2020 by the transitional government, which repealed the 2010 Sudanese Red Crescent Law and formed a steering committee to oversee the drafting of a new law.

The ICRC will seek to enhance its partnership with the National Society and continue to give it comprehensive support for strengthening its ability to assist violence-affected people, particularly during emergencies, in accordance with the Fundamental Principles and the Safer Access Framework. Together with the International Federation, the ICRC will also back the reforms in progress, to ensure that the National Society has a strong legal basis and is able to manage its resources more effectively. It will work with the National Society, the International Federation, and other National Societies active in Sudan to coordinate activities, with a view to expanding the Movement’s humanitarian impact in the country.

**PLAN OF ACTION AND INDICATORS**

- sign and implement partnership agreements with the National Society – for instance, to carry out, jointly, activities in connection with restoring family links and water- and- habitat and economic- security programmes
- give the National Society material, logistical, financial or other assistance for providing first aid, maintaining ambulances and other vehicles, and covering operating costs – including salaries – and insurance for volunteers
- conduct training sessions or workshops – on the Safer Access Framework, first aid and financial management – for National Society trainers and other staff; organize courses on the Movement for newly appointed managers
- organize meetings with the National Society, and other Movement components in the country, to coordinate activities and exchange information; work with Movement partners to draft a Movement coordination agreement
The ICRC’s regional delegation in Tunis has been operating since 1987. It monitors the treatment and living conditions of detainees in Tunisia and promotes awareness of IHL among the authorities and weapon bearers, and implementation of that law. It helps respond to humanitarian issues linked to the 1975–1991 Western Sahara conflict: the presence of mines and explosive remnants of war on both sides of the berm; the plight of physically disabled Sahrawi refugees; and the unknown fate of people who went missing during that conflict. With National Societies, the ICRC reconnects families separated by armed conflict, detention and migration.

Kasserine city, Tunisia. The ICRC and the Tunisian Red Crescent offer telephone services to destitute migrants living in migrants’ centres in cities along Tunisia’s land borders, such as Kasserine, and coastline.

BUDGET IN KCHF

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Protection</td>
<td>2,813</td>
</tr>
<tr>
<td>Assistance</td>
<td>2,137</td>
</tr>
<tr>
<td>Prevention</td>
<td>819</td>
</tr>
<tr>
<td>Cooperation with National Societies</td>
<td>358</td>
</tr>
<tr>
<td>General</td>
<td>75</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>6,203</td>
</tr>
<tr>
<td>Of which: Overheads</td>
<td>379</td>
</tr>
</tbody>
</table>

PERSONNEL

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>21</td>
</tr>
<tr>
<td>Resident staff</td>
<td>66</td>
</tr>
</tbody>
</table>
SITUATION

- The political situation in Tunisia remains unstable, and the socio-economic crisis is unprecedented in its effects; public unrest is high. Political and media personalities are arrested for allegations of corruption or for security reasons. Operations by government forces against armed groups continue, but with less frequency than in past years.
- Morocco remains relatively stable, despite periodic protests over economic and social issues. The status of Western Sahara remains a point of contention between Morocco and the Polisario Front. The mandate of the UN Mission for the Referendum in Western Sahara (MINURSO) has been extended to October 2023. Tens of thousands of Sahrawi refugees live in camps near Tindouf in Algeria.
- A number of Moroccans and Tunisians, including women and children, are detained in conflict-affected countries or have returned to Morocco or Tunisia from those countries (see, for example, Libya and Syrian Arab Republic).
- Migrants, some fleeing from armed conflict and/or regional instability, travel through Morocco and Tunisia on their way to Europe – via dangerous sea routes – or to those two countries to settle there. Since 2021, increasing numbers of Tunisians also attempt irregular migration to Europe along this route. Migrants who leave Libya, Morocco or Tunisia by boat run into trouble at sea sometimes, and are rescued by the coastguard.

HUMANITARIAN CONCERNS

- Many places of detention in Tunisia are overcrowded. The authorities are taking steps to improve the situation – by building new prisons and updating provisions of criminal law – but basic services, including health care, are not always readily available to detainees. Prison authorities face numerous obstacles to ensuring that detainees’ treatment meets internationally recognized standards.
- Some people in Morocco and Tunisia need help to stay in touch with or obtain news of relatives. Among them are destitute and/or newly arrived migrants; detainees, particularly returnees and foreigners; and Moroccans and Tunisians with relatives who may be in conflict-affected countries and, in some cases, detained.
- Some maritime accidents have few or no survivors, and the remains of victims wash up on Moroccan or Tunisian shores. The authorities, especially in smaller coastal towns, are not always able to manage the remains.
- Returnees alleged to have been involved in fighting in other countries are often psychologically distressed and unable to get appropriate care. Children born in conflict-affected countries – who are now settled in Morocco or Tunisia – may have trouble with civil registration and enrolment in schools.
- The fate of hundreds of people who went missing during the 1975–1991 Western Sahara conflict remains unknown, a source of prolonged distress for the families concerned. Mines and explosive remnants of war (ERW) endanger communities on both sides of the berm: in the west, only the Moroccan Red Crescent promotes safe practices around mines/ERW; on the other side and in Tindouf, only a few actors work to safeguard people from mines/ERW and to offer physical rehabilitation services to those injured.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- reinforce the Tunisian authorities’ efforts to mitigate the effects of overcrowding in prisons and to improve the treatment and living conditions of detainees in other ways as well; monitor the well-being of security detainees and foreigners;
- reconnect members of families separated by armed conflict, detention, migration or other circumstances, with the help of the Tunisian and Moroccan National Societies, and support the Tunisian authorities’ efforts to manage human remains properly in order to aid future identification and provide answers for the families concerned; provide some assistance to minors returning home from conflict-afflicted countries;
- raise awareness of the threat of mines/ERW in communities west of the berm, with the help of the Moroccan Red Crescent, and east of the berm and in Tindouf, with the help of the Sahrawi Mine Action Coordination Office (SMACO); help provide physical rehabilitation or first aid to refugees in camps; and
- seek to familiarize influential actors with IHL and other international norms, and draw their attention to issues of humanitarian concern in the region; urge them to support the work of the ICRC and the rest of the Movement.
**ICRC ACTION**

**CIVILIANS**

Objective: Members of families dispersed by armed conflict or other situations of violence, detention or migration restore and/or maintain contact and, where appropriate, are reunited. Families learn the fate of missing relatives.

**Safeguarding people from mines and ERW**

Only a few actors on either side of the berm are involved in clearing mines/ERW and/or promoting safe practices in potentially contaminated areas. The ICRC will provide training and other support for these actors, notably: the Moroccan Red Crescent, to maintain and improve its communication campaign on safe practices around mines/ERW and to produce communication materials and collect data; and SMACO, to collect data on mine/ERW-related incidents, conduct demining operations and warn people of the dangers of mines/ERW. The ICRC will engage with the communities affected to ascertain their needs (see Wounded and sick).

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF FAMILY LINKS**

P help members of separated families to reconnect; more specifically:

- arrange for them to make telephone or video calls or visits to relatives previously detained and now resettled in third countries; enable them to send RCMs and parcels
- provide phone services to migrants and others or set up internet connections for them
- reunite children and other vulnerable people with their relatives, if it is in their best interests
- give cash, on an ad hoc basis, to families taking care of newly returned minors

P help prevent disappearances and enable families to find their missing relatives; to that end:

- offer these families tracing services, and, at their request, publish their names and photos on the ICRC’s Trace the Face website
- collect, document and organize information from migrants who survived of maritime accidents
- publicize family–links services via communication campaigns, themed events, and posters and leaflets distributed at migrant shelters

**FORENSICS**

P train and guide authorities, emergency responders and forensic professionals in managing human remains and protecting data; sponsor a few of them to attend specialized events in other countries

P provide, on an ad hoc basis, body bags and other equipment for first responders handling human remains; donate a refrigerated container to the health ministry

**WEAPON CONTAMINATION**

A support the work of SMACO; give its staff reference materials and training in collecting data on mine/ERW–related incidents, implementing international standards for mine clearance, and producing materials for public communication

A meet and coordinate with organizations involved in mine action in Western Sahara

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**Enabling people to reconnect with relatives**

Members of families separated by armed conflict, detention, migration or other circumstances will be able to reconnect or maintain contact through family–links services offered by the ICRC or by the Moroccan and Tunisian National Societies, in cooperation with other Movement components along the migration route (see also Paris). Migrants in Morocco and Tunisia – including people in shelters and survivors of maritime accidents – will be given the means to call or send messages to their relatives; they will also be given some material aid. Families looking for missing relatives will be offered tracing services, and the use of the Trace the Face website to publish photos of their missing relatives. The ICRC will publicize these services, and means of preventing loss of family contact, among migrants and their families throughout the region (see Actors of influence).

The ICRC will continue to monitor developments in the resolution of missing–persons cases linked to the 1975–1991 Western Sahara conflict.

**Assisting to identify dead migrants’ remains in Morocco and Tunisia**

The ICRC will continue to support the Tunisian and Moroccan authorities’ efforts to identify the remains of dead migrants and inform the families concerned. The authorities will be urged to exchange information and work closely with other governments and actors working on the behalf of migrants along the migration route. The Tunisian authorities will continue to be given expert advice to develop standardized guidelines for managing the remains of dead migrants.

The ICRC will help train and equip the people involved in collecting, examining, documenting and burying the remains of migrants. After accidents at sea, the ICRC will interview survivors, help to collect ante-mortem data, and facilitate exchange of information between stakeholders.
SUPPORT FOR THE NATIONAL SOCIETIES

- train and equip volunteers at the Moroccan and Tunisian National Societies to provide family-links services in line with the Fundamental Principles and internationally recognized data-protection standards
- provide training, supplies and communication materials for Moroccan Red Crescent volunteers conducting information sessions on safe practices around mines/ERW

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees, particularly those held on security-related charges in places of temporary detention, are afforded treatment and living conditions, including respect for judicial guarantees, that meet internationally recognized standards.

Helping to mitigate the effects of overcrowding and improve the treatment of detainees

The ICRC will seek access to people held in places of temporary detention, notably those arrested for security-related reasons. It will visit, in accordance with its standard procedures, detainees to whom it has access, paying particular attention to security detainees and others with specific needs, such as foreigners and detainees in solitary confinement. Findings and recommendations will be communicated confidentially to the authorities, to help them improve detainees’ treatment and living conditions, including respect for judicial guarantees and the principle of non-refoulement and, for newly arrested people, access to legal counsel.

The ICRC will continue to guide the Tunisian authorities’ efforts to mitigate the effects of overcrowding and find alternatives to detention. It will help penitentiary training institutions to strengthen their curricula and teaching; in coordination with these institutions, it will instruct prison guards and staff, including new employees, in the minimum standards of detention and in the ICRC’s mandate and working procedures. Moroccan officials involved in detention will also be offered training to improve detention conditions.

The Movement’s family-links services will be made available to detainees when necessary. The ICRC will work closely with the Tunisian authorities to enable inmates – particularly foreigners, people in solitary confinement, and Tunisians who have returned to the country – to contact their families.

Assisting the Tunisian authorities to improve penitentiary services

The ICRC will help the Tunisian authorities to make improvements throughout the penitentiary system. It will continue, as a matter of priority, to urge the health ministry and the penitentiary authorities to coordinate their efforts to ensure that health care is available to detainees. It will urge them to define minimum standards for health care in detention – for example, the basic equipment that every clinic must have – and for prison infrastructure. The ICRC will also organize training in the provision of health care in detention and in the maintenance of prison infrastructure. It will give the authorities expert advice for drafting a manual to provide standardized instruction in maintaining prisons.

At selected prisons, the ICRC will monitor the medical treatment of detainees and provide support for improvements; it will also undertake various infrastructural projects to improve detainees’ access to essential services and ensure more sanitary conditions. The ICRC will help set up systems to forecast shortages of supplies and potential breakdowns of services; however, should emergencies still occur, the ICRC will stand ready to provide assistance on an ad hoc basis.

PLAN OF ACTION AND INDICATORS

TUNISIA

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- visit people in prisons, in accordance with standard ICRC procedures; communicate findings and recommendations confidentially to the parties concerned
- help detainees to re-establish and/or maintain contact with their families
- make ad hoc donations of mattresses and recreational items
- conduct seminars, workshops or training for prison staff on prison management and related subjects; sponsor two senior officers from the security forces to attend a regional event on best practices in managing people in temporary detention

HEALTH

- at seven prisons, help monitor the condition of detainees being treated at prison clinics or referral hospitals; provide supplies, training and other support for prison health staff and penitentiary officials
- in case of disease outbreaks or other emergencies, provide supplies and equipment to three prisons (5,000 people)

WATER AND HABITAT

- Water and habitat activities
  - 1,600 people

- guide the authorities’ drafting of a plan for maintaining prison infrastructure
- upgrade infrastructure – water and sanitation facilities – and reapply waterproofing, to benefit up to 1,600 detainees in five prisons

WOUNDED AND SICK

Objective: People needing specialized treatment receive adequate care. Physically disabled people in refugee camps have access to physiotherapy.

Helping Sahrawis with disabilities to regain some mobility

The physical rehabilitation centre at the Rabouni hospital, near Tindouf, continues to be the only long-standing provider of physiotherapy and assistive devices to Sahrawi refugees with disabilities. The ICRC will continue to help the local health administration run the centre, train its staff and improve
its services, with a view to enabling them to manage it by themselves eventually. To this end, the ICRC will reduce its support for the centre, and focus on monitoring the implementation and upkeep of improvements made by it in the past.

The ICRC will seek to ensure, through outreach and public communication (see Actors of influence), that people with disabilities in remote areas – victims of mines/ERW, for example – know of the centre’s services and can get treatment on site. It will also help train some refugees in basic physical rehabilitation and first aid, so that some care is directly available in the camps.

Local partners, such as the local health administration, will be given support to advance the social inclusion of disabled people: for example, support to organize events to mark the International Day of Persons with Disabilities.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE

- organize training in basic first aid for volunteers in camps; train some of them to become instructors themselves

PHYSICAL REHABILITATION

- by giving it supplies, training and other support, enable the physical rehabilitation centre at the Rabouni hospital to offer free rehabilitative services to up to 480 people; in addition:
  - cover transport costs for destitute patients
  - offer expert advice for treating patients and for managing the centre’s stocks
  - survey patients to gauge their satisfaction and then adjust services accordingly
- together with four local partners seek to advance the social inclusion of disabled people, and to offer some physical rehabilitation services to about 120 people in remote areas; more specifically:
  - enable disabled athletes to participate in competitive disability sports, and organize themed events
  - conduct outreach visits to camps, to provide basic care on site and identify potential patients
  - donate wheelchairs, canes, crutches and other mobility aids when necessary

ACTORS OF INFLUENCE

Objective: The authorities and military/security forces understand and respect IHL and other fundamental rules protecting people during violence, and incorporate them in their decision-making. The media, academics and local organizations help foster awareness of humanitarian issues and IHL among these actors and in the general public, thus securing greater respect for human dignity. All parties concerned understand the ICRC’s mandate and support its work.

Reinforcing respect for IHL and other international norms among weapon bearers

The ICRC will organize briefings on IHL and other relevant international norms, and on the Movement’s neutral, impartial and independent humanitarian approach, for military and security forces, including police and the national guardsmen in charge of places of temporary detention, and coastguard personnel and others dealing with migrants. Specialized courses will be organized for senior officers, legal advisers and judicial officials who guide or oversee such operations. The ICRC will continue to give the Tunisian defence ministry expert advice for improving IHL instruction in military training institutions – including military academies and institutions for senior officers, such as the war college and the command and staff college – and for incorporating the ministry’s new IHL training manual in courses at these institutions.

In Morocco, the ICRC will begin to offer briefings for military forces, including those departing for peacekeeping missions elsewhere, on IHL and the Movement’s neutral, impartial and independent humanitarian action. It will sponsor one senior officer to attend a specialized course outside Morocco. It will engage the defence ministry on improving the teaching of IHL in military schools, including Morocco’s new peacekeeping centre. It will also make recommendations for integrating provisions of IHL into a regional military exercise hosted by Morocco.

Strengthening grasp of IHL among lawmakers and others involved in implementing IHL

The ICRC, aided by the national IHL committees, will continue to help Moroccan and Tunisian officials advance the implementation of IHL-related treaties and update laws and policies on matters of concern to it. In Tunisia, it will give the pertinent authorities expert advice to amend laws on missing people and their families; incorporate provisions on war crimes in the penal code; and make humanitarian exemptions when drafting laws on data protection. Lawmakers, diplomats and judicial officials who guide or oversee such operations. The ICRC will continue to give the Tunisian defence ministry expert advice for improving IHL instruction in military training institutions – including military academies and institutions for senior officers, such as the war college and the command and staff college – and for incorporating the ministry’s new IHL training manual in courses at these institutions.

The ICRC will seek to cultivate interest in IHL among academics who can influence policymaking or become policymakers themselves. It will do so by supporting IHL instruction at universities and research in IHL-related topics. Together with the Moroccan national IHL committee, it will organize a regional course on IHL instruction in Morocco.

Gathering support for humanitarian action in the region

The ICRC will strive to broaden awareness of humanitarian issues in the region, in order to gather support for the Movement’s activities among actors capable of assisting people affected by these issues and/or of facilitating humanitarian action. It will meet with representatives of government agencies, military/
security forces, and other humanitarian organizations, and will draw their attention to issues concerning detainees and to the plight of migrants, missing people’s families, and Moroccans and Tunisians living in conflict-affected countries.

It will raise awareness of these matters through various means: themed regional events, content published on traditional and social media, and updates for journalists on its work. The Tunisian and Moroccan National Societies will be given support for their public communication on humanitarian issues.

The ICRC will meet with Sahrawi refugee communities and discuss the availability of rehabilitative services and their satisfaction with these services. It will undertake activities to broaden awareness of the plight of disabled people and advance their social inclusion.

**PLAN OF ACTION AND INDICATORS**

- **P** hold briefings and themed events for government officials, diplomats, representatives of international organizations, and other actors of influence in the region; produce content for traditional and social media
- **P** brief members of military and security forces on IHL and other applicable international law, and international policing standards; sponsor commanders, legal advisers and instructors to attend advanced IHL courses in Tunisia and elsewhere
- **P** offer technical expertise and specialized training, on IHL and other pertinent international norms, to legislators and government officials
- **P** support IHL teaching by supplying reference materials to academic institutions and by holding themed events for students and advanced training for teachers

**SUPPORT FOR THE NATIONAL SOCIETIES**

- **P** give National Societies expert advice for their public-communication and community-engagement initiatives

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** National Societies have a strong legal basis for independent action and carries out its core activities effectively. The activities of all Movement components are coordinated.

The ICRC will continue to give the Tunisian and Moroccan National Societies support to improve their family-links services (see Civilians) and strengthen their emergency preparedness and response. It will also help both National Societies ensure the safety of their volunteers working in volatile areas by training these personnel in the Safer Access Framework and by raising public awareness of the respect due to the red crescent emblem (see Actors of influence). Tunisian Red Crescent volunteers will be trained and equipped to administer first aid; the National Society will also be given funds and advice for managing its first-aiders and developing its first-aid training programme.

Together with the International Federation, the ICRC will give both National Societies funds and advice for undertaking institutional reform and strengthening their statutes and legal bases.

**PLAN OF ACTION AND INDICATORS**

- **C** give the National Societies financial, material, and technical support to develop their operational capacities and undertake institutional reform
- **C** arrange coordination meetings for and with other Movement components in the region
The ICRC set up its Yaoundé regional delegation in 1992 but has been working in the region since 1972. It monitors the domestic situation in the countries covered, visits security detainees, helps restore contact between separated family members, including migrants, and responds to the emergency needs of refugees, IDPs and other violence-affected people in Cameroon. It pursues longstanding programmes to spread knowledge of IHL among the region’s authorities, armed forces and civil society, and supports the development of the National Societies.

**BUDGET IN KCHF**

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<thead>
<tr>
<th>Category</th>
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*Of which: Overheads 1,757*

**PERSONNEL**

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**ASSISTANCE TARGETS**

**CIVILIANS**

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<thead>
<tr>
<th>Category</th>
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<td>Security</td>
<td></td>
</tr>
<tr>
<td>Food consumption</td>
<td>87,360 people</td>
</tr>
<tr>
<td>Food production</td>
<td>503,400 people</td>
</tr>
<tr>
<td>Income support</td>
<td>35,070 people</td>
</tr>
<tr>
<td>Living conditions</td>
<td>34,800 people</td>
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<tr>
<td>Capacity-building</td>
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<td>Water and habitat</td>
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<td>Health</td>
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**PEOPLE DEPRIVED OF THEIR FREEDOM**

<table>
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**WOUNDED AND SICK**

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<td>Physical rehabilitation</td>
<td></td>
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<td>Projects supported</td>
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</table>
SITUATION

- Armed conflict in the Lake Chad region continues. Cameroon sends troops to fight the armed groups known as “the Islamic State’s West Africa Province” and Jama’atu Ahlis Sunna Lidda’awati wal-Jihad. Together with its neighbours (see Chad, Niger and Nigeria), it also contributes troops to the Multinational Joint Task Force. Incursions by armed groups into the Far North region of Cameroon take place periodically. Arrests are made in connection with the conflict.
- Clashes between government forces and the armed opposition in the North West and South West regions of Cameroon have reportedly increased in frequency and intensity in 2022. Hundreds of thousands of people are reportedly displaced; some have sought refuge in Nigeria. Numerous arrests are made in relation to the violence.
- Criminality in eastern Cameroon, near the border with the Central African Republic, has reportedly increased.
- Socio-economic and political discontent persists in the countries covered; states impose various security measures to respond to insecurity and unrest.

HUMANITARIAN CONCERNS

- In the Far North region of Cameroon, IDPs, refugees, residents of host communities and other civilians bear the brunt of the fighting in the Lake Chad region. They are at risk of looting, kidnapping, sexual violence and forcible recruitment. Security conditions are such that the people there, mainly farmers and herders, cannot pursue their livelihoods; this contributes to food insecurity. Resources, and services such as water and health care, are meagre and overstretched. Security and other constraints can make it difficult for humanitarian actors to reach communities in need, especially in areas near the border with Nigeria and along the shores of Lake Chad.
- In the North West and South West regions of Cameroon, unlawful conduct – arbitrary arrests, looting, kidnapping for ransom, and sexual violence – continues to be reported. IDPs and others struggle to meet their basic needs and to maintain access to public services, because of restrictions on trade and security measures limiting their movement.
- The prevailing economic conditions, which have been negatively affected by the consequences of the COVID-19 pandemic, make basic goods less affordable and thus less accessible for people affected by conflict and other violence.
- Because health services are not readily available in the Far North, and North West and South West regions of Cameroon, communicable diseases remain a source of concern. Health facilities are sometimes attacked or damaged. People with disabilities, including victims of mines or unexploded ordnance, struggle to obtain rehabilitative care.
- Many people have been separated from their families by armed conflict or other situations of violence; in Cameroon, people wait for news of relatives who are missing in connection with the hostilities.
- Detainees contend with inadequate living conditions in places of detention. Detainees are sometimes unable to contact their families. Procedures for arrests, interrogation and detention do not always meet internationally recognized standards.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- maintain and cultivate dialogue with weapon bearers and authorities, and others of influence; remind them of the protection due to people who are not or are no longer taking part in hostilities; secure their support for the Movement, to ensure safe and unrestricted access to people affected by armed conflict and other violence;
- bolster activities for IDPs and others affected by conflict and other violence in Cameroon, with a view to strengthening their resilience to the effects of violence and making health care and other essential services more readily available to them; help them to meet their urgent needs, and support health services in violence-affected areas;
- enable members of dispersed families to stay in touch, and endeavour to assist families of missing people;
- further understanding among military and security forces personnel of IHL, international human rights law, and international standards for law enforcement; urge them to take steps to further integrate these and all other pertinent norms and standards into their training, decision-making and operations;
- gain and/or maintain access to all detainees within its purview and urge the pertinent authorities to meet internationally recognized standards for detention; and
- help National Societies in the countries covered by the regional delegation – particularly the Cameroon Red Cross Society – to develop their capacities in emergency response; reinforce coordination with all Movement components in the region.
ICRC ACTION

CIVILIANS

Objective: Civilians are protected in accordance with applicable law. IDPs, refugees and others reconnect with their relatives; when appropriate, children are reunited with their families. People affected by armed conflict or other violence are able to meet their needs and pursue their livelihoods. They have access to medical care and other basic services.

Promoting protection for civilians in Cameroon and throughout the region

The ICRC will continue to monitor the situation in all the countries covered by the regional delegation and cultivate support for its mandate and activities, with a view to maintaining or securing safe access to people in need (see Actors of influence).

In Cameroon, especially in the North West and South West, the ICRC will urge the authorities and weapon bearers to respect IHL, international human rights law and/or other norms applicable to their operations. It will remind them to protect from abuse, such as sexual violence, people who are not or are no longer participating in hostilities. It will also urge them to ensure unhindered access to basic services, including health care and education.

Together with the Cameroon Red Cross Society, and in coordination with the UNHCR and others, the ICRC will help reconnect members of families separated by armed conflict or other violence, natural disasters, or forced displacement. It will pursue dialogue with the pertinent authorities and others in Cameroon, with a view to drawing their attention to the plight of missing people’s families; it will also urge them to set up mechanisms for clarifying the fate of missing people and assisting their families. It will continue to remind security forces and the military to take steps to prevent disappearances during arrests and detention (see People deprived of their freedom).

The ICRC will maintain its proximity to vulnerable groups – for instance, victims of violence and missing people’s families – to understand their needs more fully and help find means to address their concerns. Where appropriate, the ICRC will help missing people’s families to obtain psychosocial support, and other aid, and refer them for livelihood assistance from the ICRC and/or other organizations (see below).

Helping violence-affected people in Cameroon to meet their needs and obtain essential services

In view of the growing humanitarian needs brought about by the security situation (see Context), the ICRC will endeavour to scale up its response in the North West and South West, while also maintaining its efforts to assist – together with the National Society and other Movement partners – people affected by violence in other sections of Cameroon.

In the Far North, North West and South West regions, the ICRC will step up efforts to help people affected by conflict and other violence to build their resilience to the effects of the fighting. Farmers and herders and their families, and others, will be given support to restore or maintain their sources of food. Some of them will also be helped to earn more money and cover their expenses. Water systems will be upgraded to ensure the availability of clean water.

The ICRC will help IDPs and other violence-affected households to strengthen their resilience or provide them with emergency aid to meet their basic needs. It will assist the most vulnerable among them, for instance, by providing food for households with children being treated for malnutrition at ICRC-supported facilities, and for households with pregnant women or young children.

In conjunction with the health ministry, the ICRC will continue to support health centres in the Far North, North West and South West regions, part of its ongoing and vigorous efforts to ensure that violence-affected people in these areas have access to curative, preventive and antenatal/postnatal care. In particular, it will seek to improve access for victims of violence to mental–health and psychosocial support, and broaden awareness of these services in violence-affected communities. The ICRC will develop capacities among health personnel, with a view to strengthening referral systems and raising the quality of care. It will be prepared to assist other health facilities during emergencies.

PLAN OF ACTION AND INDICATORS

CAMEROON

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

P through confidential oral and/or written representations, remind authorities and weapon bearers of their responsibility – under IHL, international human rights law, and other applicable norms – to:

- respect the principles of distinction, precaution and proportionality
- address and prevent misconduct, including sexual violence, against civilians
- ensure unimpeded access to essential goods and services, including health and education

P brief weapon bearers on IHL, international human rights law and/or other applicable norms

P use various means to communicate key points of the Health Care in Danger initiative to authorities, weapon bearers and the general public

P work with people to identify threats to their safety and factors that affect access to education, with a view to finding solutions or remedies

PROTECTION OF FAMILY LINKS

With the National Society:

P offer family-links services, such as RCMs, phone calls and tracing; promote these services

P when appropriate, reunite unaccompanied and separated children, and other vulnerable people, with their relatives; conduct follow-up visits to them

P brief the authorities, weapon bearers and other pertinent parties on the plight of missing people’s families

Protection Assistance Prevention Cooperation Protection and Assistance
help hundreds of families of missing people to obtain legal, administrative and financial assistance, and mental-health and psychosocial support – for example, by referring them to pertinent organizations

**ECONOMIC SECURITY**

- **Food consumption**
  - 87,360 people
- **Food production**
  - 503,400 people
- **Income support**
  - 35,070 people
- **Living conditions**
  - 34,800 people
- **Capacity-building**
  - 41 people

**Health centres supported**

- 16 structures

**HEALTH**

- brief patients and staff at health centres on the protection due to people seeking or providing health care; explain the goals of the Health Care in Danger initiative
- support the provision of good-quality services at up to 14 primary-health-care centres in Far North, North West and South West regions; more specifically:
  - donate medicine, medical supplies and equipment, and provide other material support; upgrade infrastructure (see above)
  - provide guidance and training for health personnel in antenatal/postnatal care, screening for malnutrition, and making referrals to hospitals
  - support the vaccination campaigns at these facilities
- offer mental-health and psychosocial support – at ICRC-supported health facilities and elsewhere – to missing people’s families and victims of violence; organize information sessions on these services in violence-affected communities, and brief community health relays and others on the importance of referring people for psychosocial support
- train personnel at ICRC-supported health facilities, National Society volunteers, and others in psychosocial support for victims of violence
- in the event of an emergency, provide medical supplies and technical support for up to two other health facilities

**WATER AND HABITAT**

- together with the Cameroon Red Cross Society, make clean water more readily available to 90,500 violence-affected people: repair or construct solar-powered water-supply systems and hand pumps in both urban and rural areas, and promote good hygiene practices
- train and equip members of maintenance or repair committees, to keep water systems running
- construct community water infrastructure for use by farmers and herders, to benefit some 1,500 people
- upgrade water and electrical systems, and sanitation facilities and other infrastructure, at selected health facilities
- in the event of an emergency, help ensure that clean water and sanitation facilities, and/or temporary shelters, are available to around 12,000 people

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide the Cameroon Red Cross with training, and technical and other support, for restoring family links in accordance with data-protection standards and carrying out economic-assistance projects

**PEOPLE DEPRIVED OF THEIR FREEDOM**

Objective: Detainees, including people held in places of temporary detention, are afforded treatment and living conditions that meet internationally recognized standards. Judicial guarantees are respected. Detainees are able to stay in touch with their relatives.

**Monitoring detainees’ treatment and living conditions in Cameroon**

In Cameroon, the ICRC will continue to seek access to all detainees within its purview, including people held in places of detention run by the defence ministry. It will visit – in accordance with its standard procedures – detainees at facilities to which it has access, paying close attention to...
people held for security reasons, and those with specific needs, such as women, minors and people who are critically ill. It will urge the pertinent authorities to ensure that detainees’ living conditions and treatment – especially during arrests and transfers, and in the initial stages of detention – meet internationally recognized standards. Improving training for prison staff will also be a subject of discussion with these authorities.

The ICRC will enable detainees to contact their families or consular representatives. Whenever possible, it will help to arrange family visits for detainees with destitute families or relatives living far away.

The ICRC will stand ready to provide the authorities with support to ensure that detainees have access to adequate health care and living conditions in the event of an emergency.

**PLAN OF ACTION AND INDICATORS**

**CAMEROON**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- seek access to all detainees within the ICRC’s purview; where it has access, visit detainees and monitor their treatment and living conditions; afterwards, communicate findings and recommendations confidentially to the authorities concerned and remind them of their obligation, under the law, concerning the treatment of detainees
- drawing on tracing requests, ask the pertinent detaining authorities for information on the whereabouts of people alleged to have been captured or detained; relay this information to the families concerned
- offer technical and/or other support for authorities to register new arrivals at places of detention; remind them that they must inform families of the arrest or transfer of their relatives
- help detainees contact their relatives through RCMs or phone calls; advocate and/or arrange family visits for them as well
- at the request of foreign detainees, notify their consular representatives or the UNHCR of their detention

**HEALTH**

- in the event of increased rates of malnutrition among detainees, or other health-related emergencies, be ready to provide support to up to five places of detention

**WOUNDED AND SICK**

**Objective:** Wounded and sick people have access to timely medical care. People with disabilities receive good-quality physical rehabilitation services.

The ICRC will focus its efforts on reinforcing hospital-level health services in the Far North, North West and South West regions of Cameroon. It will endeavour to facilitate referrals of people who are critically wounded, or seriously ill, to hospitals (see also Civilians) providing emergency care and/or surgery, such as those in Bamenda, Kousseri and Maroua. The ICRC will help to bolster these services with specialized training for surgeons and other medical staff, donations of medical supplies and other forms of support. In the event of an emergency, the ICRC will stand ready to donate medical supplies to hospitals and other health facilities.

Information sessions conducted by the ICRC will enable health staff at ICRC-supported facilities, and people being trained in first aid, to familiarize themselves with the Health Care in Danger initiative and learn how to protect themselves during incidents of armed violence.

The ICRC will help refer victims of violence to physical rehabilitation centres or other organizations, in order to obtain assistive devices and/or rehabilitative care, and to take part in activities aimed at advancing their social inclusion.

**PLAN OF ACTION AND INDICATORS**

**CAMEROON**

**MEDICAL CARE**

- give up to ten hospitals medical supplies and other forms of support; help organize training in wound surgery and emergency trauma care
- organize training sessions for hospital staff on the issues covered by the Health Care in Danger initiative

**PHYSICAL REHABILITATION**

- work with local health facilities to refer disabled people to the centres mentioned above; cover transport and other costs for up to 50 referrals

**ACTORS OF INFLUENCE**

**Objective:** Authorities and weapon bearers in the region understand and respect IHL and other basic rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media, academics, traditional and religious leaders, and other members of civil society help foster awareness of humanitarian issues and IHL among these actors and the general public.
All actors understand the ICRC’s mandate and support the Movement.

Helping military/security forces to integrate IHL and/or other applicable norms into their operations

In Far North, North West and South West regions of Cameroon, the ICRC will continue to pursue dialogue with weapon bearers, including armed groups and international forces that provide technical support and training for the military. These weapon bearers, and the relevant authorities, will be urged to protect from abuse people who are not or are no longer taking part in hostilities, and to prevent the recurrence of any abuse that might have taken place (see Civilians and People deprived of freedom).

The ICRC will arrange events – particularly in Cameroon and Gabon – to advance understanding among military and security forces personnel of IHL, international human rights law and/or other norms and standards applicable to their duties. It will help them integrate these norms and standards into their doctrine, training and operations; it will also enable these personnel to take part in similar events organized under other auspices.

Fostering acceptance for the ICRC and the Movement

The media, traditional and religious leaders, and academics – vital elements of civil society – play an important role in shaping public opinion and the views of parties involved in armed conflict or other violence. The ICRC will make its neutral, impartial and independent humanitarian action more widely known among them. It will also work with the National Societies to secure greater support for the Movement and its activities. It will seek proximity to people in areas of Cameroon affected by conflict or other violence, and endeavour to learn more about their needs.

Advocating ratification and/or implementation of IHL and IHL-related treaties

The ICRC will offer its legal expertise to governments in the region – especially in Cameroon, Equatorial Guinea and Gabon – to advance understanding among military and security forces personnel of IHL, international human rights law and/or other norms and standards applicable to their duties. It will help them integrate these norms and standards into their doctrine, training and operations; it will also enable these personnel to take part in similar events organized under other auspices.

SUPPORT FOR THE NATIONAL SOCIETIES

Pr: offer government officials expert advice for ratifying and/or implementing IHL and IHL–related treaties; enable them to attend workshops and other events on the subject and/or help organize events for them

RED CROSS AND RED CRESCENT MOVEMENT

Objective: National Societies in the region have strong legal bases for independent action. They are able to carry out their core activities effectively. The activities of all Movement components, including those in the Lake Chad region, are coordinated.

National Societies in the region play a vital role in responding to the humanitarian needs in their countries. They will continue to receive support from the ICRC and other Movement components for strengthening their management, developing their ability to carry out their core activities, and responding safely to emergencies.

To maximize impact and avoid duplication of effort, the ICRC will continue to coordinate its activities with those of its Movement partners and other humanitarian actors, especially those in the Lake Chad region.

PLAN OF ACTION AND INDICATORS

Pr: organize briefings and dissemination sessions for troops about to be deployed and others

Pr: give military and security forces personnel, and senior officers, technical support for integrating the norms, and standards, mentioned above into their decision-making; enable them to attend seminars and other events on the subject

Pr: enable senior military and security forces officers to attend advanced workshops and seminars in their own countries and elsewhere

Pr: help instructors at military and police academies to more fully incorporate IHL and/or other norms in their curricula

Pr: build interest in IHL and foster understanding of and acceptance for the Movement and the ICRC; to that end:

- conduct information sessions and other events in communities, and disseminate information through social media and other means
- organize briefings, workshops and field trips for journalists covering humanitarian issues
- arrange workshops and other events for religious leaders and scholars and NGOs with religious affiliations
- offer academics technical and other support for teaching and doing research on IHL; organize, or enable them to attend, forums and other events on IHL

Pr: offer government officials expert advice for ratifying and/or implementing IHL and IHL–related treaties; enable them to attend workshops and other events on the subject and/or help organize events for them

Pr: give National Societies in the region financial, material and/or technical support, and training, to undertake public–communication initiatives (printed and digital materials, radio spots, etc.)

C: give the National Societies financial, material and/or technical support, and training, to strengthen their managerial and emergency response capacities

C: help the National Societies update their contingency plans and incorporate the Safer Access Framework in their activities; provide insurance coverage for Cameroonian National Society volunteers working in violence–affected areas

C: through regular meetings and other means, reinforce the Movement’s response and strengthen coordination among Movement components
# AMERICAS

## BUDGET IN KCHF

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<th>Category</th>
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</tr>
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<td><strong>TOTAL</strong></td>
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## PERSONNEL

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<td>Resident staff</td>
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## ASSISTANCE TARGETS

### CIVILIANS

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<td>Living conditions</td>
<td>People</td>
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<td>Health</td>
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### PEOPLE DEPRIVED OF THEIR FREEDOM

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### WOUNDED AND SICK

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<th>Type</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Medical care</td>
<td>Structures</td>
<td>27</td>
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<tr>
<td>Physical rehabilitation</td>
<td>Projects</td>
<td>20</td>
</tr>
<tr>
<td>Water and habitat</td>
<td>Structures</td>
<td>13</td>
</tr>
</tbody>
</table>

The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.
The ICRC has been present in the region since 1975. It helps address the needs of people affected by violence in Brazil and elsewhere in the region, including vulnerable migrants and missing people’s families. It works with the region’s National Societies, and supports them in strengthening their capacities. It seeks to monitor detainees’ treatment and living conditions. The ICRC promotes the integration of IHL and/or international human rights law into national legislation and the doctrine, training and operations of armed and security forces.

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget (KCHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection</td>
<td>6,151</td>
</tr>
<tr>
<td>Assistance</td>
<td>473</td>
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<td>Prevention</td>
<td>2,073</td>
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<td>Cooperation with National Societies</td>
<td>1,534</td>
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<td>General</td>
<td>137</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
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</tr>
<tr>
<td><strong>Of which: Overheads</strong></td>
<td><strong>633</strong></td>
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**PERSONNEL**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>11</td>
</tr>
<tr>
<td>Resident staff</td>
<td>107</td>
</tr>
</tbody>
</table>

**SITUATION**

Armed violence continues to affect the region. Communities in Brazil face violence arising from criminal groups in relation to drug trafficking and control of certain areas, and from operations conducted by the security forces to repress these groups. Protests, linked to political and socio-economic issues, take place throughout the region and, at times, have turned violent. Communal tensions persist in southern Chile. Violence in the region leads to indiscriminate arrests, causes injuries and deaths, displaces people and disrupts essential services (e.g. health and education), often with traumatic consequences for those concerned.

Migrants from the Bolivarian Republic of Venezuela (hereafter Venezuela; see Caracas), including unaccompanied children, travel to northern Brazil and usually stay there. During their journey, they are at risk of losing contact with their relatives and endangered by violence and abuse. In the state of Roraima, overstretched resources lead to tensions between migrants and residents; the Brazilian government has resettled thousands of Venezuelans elsewhere in the country. Other Venezuelan migrants move on to Argentina, Chile and Uruguay. Many other migrants from within the continent or elsewhere pass through or settle in the region.

Families in the region await news of relatives missing in connection with past conflict, or more recent events; they need help to meet their financial and psychosocial needs.

General elections in Argentina and Paraguay, and a second referendum on the new constitution in Chile, are scheduled for 2023.

**ICRC ACTION**

Supporting the authorities to address the impact of armed violence in Brazil

The ICRC will continue to work with the Brazilian authorities to ensure that the rights of violence-affected people are respected and their needs are addressed. It will give the authorities technical support for implementing measures to protect people providing or seeking essential services, and for incorporating these measures in public policies. It will promote the collection – via ICRC digital platforms – of data on the impact of armed violence on essential services, to further develop public-order protocols for security forces and foster respect among these personnel for international human rights law and other norms.

The ICRC will discuss documented instances of armed violence with the authorities and police/security forces in the state of Ceará and draw their attention to the situation of IDPs and that of minors. To ensure wider legal protection for IDPs, it will offer the authorities technical support to implement the recommendations of a study on existing legal frameworks. Together with community leaders, the ICRC will help communities develop more effective means of self-protection. When necessary, it will assist people who are unable to obtain government support.

ICRC–trained professionals will help personnel providing essential services to violence-affected people better manage their stress. The ICRC will also develop partnerships with universities to help these personnel adopt practices to mitigate the impact of violence on their well-being. It will train community and government workers to provide mental-health and psychosocial support for violence-affected people and missing people’s families. It will help strengthen the referral system and, when necessary, provide such care itself.

All of the ICRC’s activities will incorporate the following: gaining a fuller understanding of people’s needs, including those of victims/survivors of sexual violence; informing them about the ICRC’s work and the humanitarian services available to them; and collecting their views and suggestions, to adapt its activities accordingly.
Protecting family links and ascertaining the fate of missing people in the region

In Ceará, Roraima and São Paulo, and at the federal level – the ICRC will provide advice to the Brazilian authorities for strengthening the implementation of laws and mechanisms concerning missing people, including migrants, and for preventing disappearances. The ICRC will pursue regular exchanges and give guidance to the authorities, on the importance of respecting families’ right to know the fate and whereabouts of missing relatives; addressing these families’ needs; and improving the management of human remains, for which it will also provide supplies as needed. The ICRC will provide technical support for associations of missing people’s families and strive to help them work more closely together with other actors supporting their cause. The ICRC will promote and facilitate cross-border coordination among countries and entities working along the migration route, particularly in managing the remains of dead migrants.

The Movement endeavours to respond to the humanitarian concerns of migrants throughout the region; in coordination with the International Federation, the ICRC will provide National Societies technical support for developing more effective strategies to this end (see below). Members of families dispersed by migration, or by armed violence and other emergencies, will continue to have access to the Movement’s family-links services, in line with international data-protection standards. In northern Brazil, the ICRC will provide internet connectivity for Venezuelan migrants, including unaccompanied children, while helping the Brazilian Red Cross take over such services. It will monitor the situation of unaccompanied children, and efforts to reunite them with their families, to help the authorities address their needs. In Roraima, the families of missing migrants will be informed about available medico-legal services and support will be given to some families for transferring their relatives’ remains to Venezuela.

Visiting detainees in Ceará and developing regional capacities in prison management

The ICRC will visit detainees in Ceará – in accordance with its standard procedures – and monitor their treatment and living conditions. Particular attention will be given to groups with specific needs or vulnerability, including women, children and LGBTQ+ persons. The ICRC will communicate its findings and recommendations confidentially to the authorities. It will give the penitentiary and judicial authorities technical support for addressing systemic issues, such as improving prison management, ensuring respect for judicial guarantees, developing alternatives to detention to reduce overcrowding, addressing instances of ill-treatment, and facilitating family contact. The ICRC will seek to help the authorities make improvements to water and health infrastructure.

Through its Latin American-wide project, the ICRC will maintain its support for improving the prison management systems and infrastructure in the five countries covered by the regional delegation. To this end, it will enable the exchange of best practices among penitentiary authorities and their peers in the region to develop a technical guide.

Gathering support for IHL

The ICRC will help armed forces and police/security forces in the region, particularly those conducting operations to restore or maintain public order and peacekeepers deployed outside their countries, strengthen their grasp of IHL and other pertinent international norms. In Brazil, Chile and Paraguay, it will help them refine their training, reference materials and law enforcement protocols.

Together with the national IHL committees, the ICRC will raise awareness on IHL and IHL-related treaties among government officials. It will continue to cultivate dialogue with the pertinent authorities on ratifying the Arms Trade Treaty and the Treaty on the Prohibition of Nuclear Weapons.

Broadening awareness of pressing humanitarian issues and the Movement’s activities

In 2022, Brazil was elected to serve – a two-year term – as a non-permanent member of the UN Security Council. The ICRC will take this opportunity to intensify its dialogue with the Brazilian authorities on IHL and matters of universal humanitarian concern, such as ensuring protection for civilians.

The ICRC will broaden awareness of IHL, critical humanitarian issues, and the Movement’s activities among authorities, journalists, academics and other influential actors. Through communication campaigns and themed events, the ICRC will draw attention to the plight of missing people’s families, violence-affected people and other vulnerable groups. It will also draw attention to its humanitarian activities – for example, its forensic work in the Falkland Islands (Malvinas).1

The ICRC will give the National Societies in the region support to strengthen their organizational and operational capacities, particularly to implement activities that help ensure the protection and safety of migrants and respond to emergencies.

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1. The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.
ICRC-supported canteens and community kitchens help ensure the availability of nutritious meals for conflict-affected communities in Venezuela.

The ICRC has been active in the Bolivarian Republic of Venezuela since 1966; it established a regional delegation in Caracas in 1971. It helps people living in violence-prone areas in Venezuela, including those along the border with Brazil and Colombia. It responds to the needs of displaced people, migrants and people in transit in the region. It visits people held in Venezuela and supports the authorities in improving detainees’ treatment and living conditions. It reinforces National Society capacities and supports the incorporation of IHL and international human rights law in military and police procedures, respectively.

ICRC-supported canteens and community kitchens help ensure the availability of nutritious meals for conflict-affected communities in Venezuela.

**ASSISTANCE TARGETS**

**CIVILIANS**

<table>
<thead>
<tr>
<th>Economic Security</th>
<th>Food consumption</th>
<th>2,000 people</th>
<th>Food production</th>
<th>1,100 people</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Income support</td>
<td>1,500 people</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Living conditions</td>
<td>1,000 people</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Water and Habitat**

| Water and habitat activities | 205,890 people |

**Health**

| Health centres supported | 18 structures |

**People Deprived of Their Freedom**

<table>
<thead>
<tr>
<th>Economic Security</th>
<th>Food consumption</th>
<th>4,500 people</th>
<th>Living conditions</th>
<th>8,600 people</th>
</tr>
</thead>
</table>

**Water and Habitat**

| Water and habitat activities | 7,500 people |

**Wounded and Sick**

<table>
<thead>
<tr>
<th>Medical Care</th>
<th>Hospitals supported</th>
<th>10 structures</th>
</tr>
</thead>
</table>

| Water and Habitat | Water and habitat activities | 9 structures |

**Budget in KCHF**

<table>
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<th>Protection</th>
<th>6,363</th>
</tr>
</thead>
<tbody>
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<td>Prevention</td>
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<tr>
<td>Cooperation with National Societies</td>
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<tr>
<td>General</td>
<td>191</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>33,233</strong></td>
</tr>
</tbody>
</table>

Of which: Overheads | 2,028
SITUATION

In the Bolivarian Republic of Venezuela (hereafter Venezuela), armed violence – mostly between security forces and armed groups – and crime persist within Caracas and neighbouring areas. Incidents of armed violence are reported periodically in other parts of the country – such as the fighting that broke out between armed groups, and military and security personnel in areas along the border with Colombia in early 2022. While there have been fewer reports of clashes overall in resource-rich areas and border regions, violence persists and the situation in these areas remains volatile.

Security operations against suspected armed groups are carried out in the capital and surrounding states, as well as in mining areas. These operations sometimes escalate into violent clashes and lead to arrests, injuries and deaths.

In Venezuela, despite some signs of economic recovery, the effects of the economic crisis – hyperinflation, shortages of essential goods, power cuts and limited access to water, health care and livelihood opportunities – continue to be felt, and even more keenly in remote and violence-affected areas.

Because of these circumstances, many Venezuelans have left to search for a better life in other countries, and many more continue to do so. Some leave Venezuela by land for nearby countries such as Brazil, Colombia, Ecuador and Peru. Others travel by sea to nearby islands in the Caribbean.

HUMANITARIAN CONCERNS

The presence of armed groups, and tensions over territory and resources that lead to violence, affect life in communities, particularly in Caracas, Bolivar state and in areas along the Venezuela–Colombia border; incidents of violence often cause displacement, injuries and deaths. There are reports of the use of excessive force during security operations in violence-affected areas. Abuses, such as unlawful conduct against medical services and others, have been reported.

People living in violence-affected areas are without reliable access to adequate health, water and sanitation facilities. First-aid and emergency medical services are unavailable or unequipped to respond to influxes of wounded and sick people. Health-care facilities struggle with shortages of supplies and lack of personnel.

People displaced by violence in Venezuela or those travelling in search of better opportunities have limited access to basic services, and are at risk of losing contact with their families or going missing; people passing through dangerous border areas are vulnerable to exploitation and abuse, including sexual abuse. Migrants in Caribbean islands and other destinations face similar challenges; they are at risk of detention and/or deportation. Their relatives in Venezuela – including vulnerable children and elderly people – have little to no means of self-sustenance.

In Venezuela, detainees’ living conditions and treatment, including lack of respect for judicial guarantees, continue to cause concern. Detainees lack access to adequate health care and are at great risk of disease and malnutrition.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- continue carrying out a multidisciplinary response to violence-affected people’s protection-related concerns, including by pursuing dialogue with the pertinent authorities, with a view to helping reduce the risks that people face; seek to engage with communities to better understand and address their needs;
- support people in Venezuela to cope with and build their resilience to the combined effects of armed violence, socio-economic breakdown, and migration; help them cover their basic needs and restore their livelihoods;
- strengthen partnerships with Movement components and local actors, to maximize the impact of the response to humanitarian needs during hostilities or other emergencies; continue to help build capacities among Movement components in restoring family links, to respond more effectively to cross-border needs in the region;
- sustain efforts to broaden people's access to health care, including mental-health support, and strengthen capacities among first-aiders and hospitals in responding to emergencies; help strengthen water and sanitation systems and community-based services for violence-affected people and people in transit;
- reinforce activities to help members of dispersed families to reconnect and bolster local capacities in managing human remains and preventing disappearances; and
- seek access to detainees in Venezuela and, with the pertinent authorities, carry out activities to improve their treatment and living conditions, including access to health care.
**ICRC ACTION**

**CIVILIANS**

**Objective:** People affected by violence are respected and protected in line with applicable international norms and humanitarian principles. Their basic needs, including safety, are met. Members of families dispersed by violence or migration are able to ascertain their relatives’ fate or whereabouts and/or to stay in touch.

**Ensuring protection for vulnerable groups**

The ICRC will continue to discuss – with the Venezuelan authorities, and security forces and armed forces – the situation in violence-affected communities, and the plight of people in transit, displaced people, and others who are vulnerable, including victims/survivors of sexual violence. It will seek to broaden its protection-centred dialogue with them and with others in the region (see Brasilia, Colombia and Lima), and with armed actors. When appropriate, the ICRC will communicate the concerns of the groups mentioned above, and will urge them to address these concerns. It will continue to urge members of the armed forces or security forces to act in accordance with international law enforcement standards on the use of force; other armed actors will be urged to comply with IHL and other applicable law. The ICRC will seek to advance their understanding of its humanitarian work and secure their acceptance for its activities. Whenever possible, it will disseminate messages related to the goals of the Health Care in Danger initiative.

The ICRC will continue to help displaced people, returnees and other vulnerable people to develop effective means of self-protection and positive coping mechanisms. It will seek to understand more fully the needs and concerns of specific groups of vulnerable people (e.g. minors, victims/survivors of sexual violence) and tell them about the services available to them. It will also help communities devise ways to prevent sexual violence, and refer victims/survivors of sexual violence to local service providers or other organizations to help them obtain specialized services.

**Helping families to reconnect or receive news about their relatives**

The Movement’s family-links services will remain available to those who need them. The ICRC will continue to work closely with the Venezuelan Red Cross, and with ICRC delegations and National Societies in the region, to expand family-links capacities and support the regional family-links response, in line with pertinent data-protection and other standards. People who have lost contact with their families because of violence, detention or other circumstances will be helped to reconnect with their relatives. Families will also be supported in searching for their missing relatives. In Trinidad and Tobago, family-links services will also continue to be offered to people whose relatives are alleged to have participated in fighting in other countries.

The ICRC will continue to work closely with the Venezuelan Red Cross, training institutions and other local actors involved in managing and identifying human remains, including the remains of those who died along migration routes or through other circumstances, with a view to facilitating their identification and handing them over to the families concerned. The ICRC will help to convey these remains to the families concerned, whom it will assist in covering burial expenses.

**Improving access to health-care services of good quality**

In Venezuela, the ICRC will reinforce its support for primary-health-care centres, particularly in Caracas and other violence-affected sections of the country. It will help equip the centres and share its expertise in preventive, curative and emergency care (e.g. antenatal/postnatal care, reproductive-health services) for people in the areas mentioned above. The ICRC will also help the centres to check and prevent the spread of COVID-19 and other communicable diseases, by implementing measures to control and prevent infections, installing handwashing stations, and setting up triage areas.

It will continue to support the health ministry’s vaccination campaigns against COVID-19. It will also train health workers, community members and others in mental-health and psychosocial support, particularly for victims/survivors of sexual violence and the families of missing people, and facilitate referrals to other services where appropriate.

Together with the relevant authorities and the Venezuelan Red Cross, the ICRC will help ensure the functioning of water and sanitation systems, medical facilities, and other infrastructure serving vulnerable communities, including during emergencies. It will continue to take a public-health approach in this regard. This will contribute to making safe water and basic services more readily available, and to mitigating the risk of illness or disease.

**Helping conflict-affected communities to develop their resilience**

The ICRC will continue to help vulnerable people to meet their basic needs and recover from the consequences of violence. It will focus on improving people’s living conditions; helping reduce food insecurity by donating cash and/or food or supporting households to grow their own food; enabling households to earn an income and opening up more livelihood opportunities for them; and providing individual support to victims of violence, missing people’s families and others with protection-related concerns. The ICRC will also work with the Venezuelan Red Cross, training institutions and other local partners to help people acquire vocational, entrepreneurial and other employment skills.
PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- document protection-related concerns and alleged abuses relating to the use of force, forced displacement, child recruitment, sexual violence and violence against health services; through oral or written representations, urge the authorities to prevent or halt such misconduct
- engage security forces and military forces in dialogue on acting in accordance with internationally recognized standards on the use of force; emphasize to them the need to prevent violence against people providing or seeking health care; conduct dialogue with other armed actors on complying with IHL and other applicable law (see Actors of Influence)
- organize workshops on self-protection in violence-prone areas, safe practices in weapon-contaminated areas, means of preventing sexual violence, and other community-based protection strategies for violence-affected people in Venezuela; refer victims/survivors of sexual violence to specialized services, including mental-health and psychosocial support
- conduct workshops and round tables on international human rights law and other applicable norms for police and military forces, and other weapon bearers

PROTECTION OF FAMILY LINKS

- help reunite people – particularly unaccompanied children – with their families; conduct follow-up visits to them; coordinate with the authorities, in Trinidad and Tobago and in Venezuela, on repatriating or reuniting families
- advocate the implementation of measures to prevent family separation, including during migration, among the authorities

With the pertinent National Societies:

- offer family-links services – RCMs, phone calls, and internet and charging services – to people separated from their families; in particular:
  - maintain connectivity points in violence-prone areas and at key spots along the migration route, including in border areas; provide information on the humanitarian services available, measures for self-protection, and other useful information, whenever appropriate
  - promote these services among families separated by violence, people in transit, and other potential beneficiaries, and the authorities; do this through communication campaigns, information sessions and other means
- collect and process tracing requests; inform people of the fate and whereabouts of their relatives
- enable missing people’s families to obtain services (see below) or refer them to appropriate providers; broaden awareness of these families’ right to know the fate of their missing relatives – for instance, by discussing the issue with authorities involved in resolving missing-persons cases and by organizing commemorative events

- facilitate the repatriation of migrants’ remains and help the families concerned cover funeral or transportation expenses
- facilitate requests for and/or delivery of documents – identity papers, for instance – to enable Venezuelans to travel and reunite with their relatives, as necessary; issue emergency travel documents for them, where needed

FORENSICS

VENezuela

- together with the National Society, donate body bags, personal protective equipment (PPE) and other supplies and consumables to forensic authorities and forensic professionals, first responders, police officers and others; make infrastructural improvements at morgues and cemeteries for conducting autopsies (see below)
- organize or support training sessions, meetings and other events – for central and regional authorities, forensic professionals, the armed forces, the police, and others – on managing, documenting and identifying the remains or dead bodies of migrants, victims of ill-treatment, including sexual violence, or disasters; partner with national forensic institutions in organizing a national conference on forensics and other related subjects
- work with the authorities to ensure that forensic laws and medico-legal procedures are in consonance with international law and internationally recognized best practices; to that end, give them expert advice to create a centralized system for managing forensic data, establishing interministerial working groups and improving cross-border identification

HEALTH

<table>
<thead>
<tr>
<th>Health centres supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 structures</td>
</tr>
</tbody>
</table>

VENezuela

- at up to 18 primary-health-care centres in violence-prone areas:
  - distribute essential supplies and equipment (e.g. medicine, PPE); provide additional support during emergencies
  - help staff to set up triage areas and establish other measures to prevent and control infections; install handwashing stations; distribute posters and leaflets on preventing the spread of disease
  - conduct information sessions on violence against health services and measures to record and prevent incidents
- provide medical supplies and equipment (e.g. cold-chain equipment, syringes) to support the health ministry’s vaccination campaigns against COVID-19
- train health staff, community members and National Society volunteers to provide mental-health and psychosocial support to their colleagues, victims of violence, missing people’s families and others in need
**WATER AND HABITAT**

**Water and habitat activities**

205,890 people

**VENEZUELA**

- help ensure the stability of essential services for up to 205,890 people; more specifically:
  - together with the pertinent authorities, repair or upgrade urban water systems that are damaged or out of service
  - give municipal or regional authorities and National Society personnel material and technical assistance to maintain water and electrical systems, including during emergencies
  - upgrade or make repairs at facilities in selected primary-health-care centres, morgues and a cemetery
  - make repairs at canteens, schools and other key public facilities, or refurbish them

**ECONOMIC SECURITY**

**Food consumption**

2,000 people

**Food production**

1,100 people

**Income support**

1,500 people

**Living conditions**

1,000 people

**VENEZUELA**

- distribute cash and/or food to benefit up to 400 households (2,000 people); more specifically:
  - provide IDP and other vulnerable households with cash for buying food and for covering other daily needs
  - provide community–based canteens with supplies – food and nutritional supplements – and/or cash to prepare meals
  - help improve living conditions for up to 200 households (1,000 people); more specifically:
    - distribute household essentials, including hygiene kits, or cash for buying them
    - install an early–warning system in communities in flood–prone areas
  - provide training, seed, tools, and financial support for 220 households (1,100 people) to plant vegetable gardens
  - organize vocational training and/or provide cash for starting or reviving small businesses to up to 300 breadwinners (supporting about 1,500 people)

**SUPPORT FOR THE NATIONAL SOCIETIES**

- provide financial, material, and technical support, and/or training, for National Societies – in Venezuela, Trinidad and Tobago, Aruba, Bonaire and Curaçao – to strengthen or expand family–links services; in this connection, help organize a regional meeting in Venezuela with other National Societies in the region
- train Venezuelan Red Cross volunteers to design and manage programmes to improve economic security, and to incorporate data–protection standards in their family–links services

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** Detainees are afforded treatment and living conditions that meet internationally recognized standards.

**Monitoring the situation of detainees in Venezuela**

The ICRC will continue to visit detainees held at several places of detention, and seek access to people whom it has not yet been able to visit. To this end, the ICRC will seek to help the pertinent authorities to deepen their understanding of the value of its humanitarian work in detention. It will conduct its visits in accordance with its standard procedures, and work with the authorities in tackling systemic issues and develop a multidisciplinary response to bring detainees’ treatment and living conditions in line with internationally recognized standards. It will highlight the importance of ensuring respect for judicial guarantees and facilitating detainees’ access to family contact. ICRC support for the authorities will focus on helping them to improve prison management and detainees’ access to health care, and reduce the incidence of malnutrition; the ICRC will organize workshops, round tables and other events to this end, and provide technical support for the authorities. It will enable Venezuelan penitentiary authorities to take part, with others from throughout Latin America, in workshops to develop a technical guide for prison management and design. Family–links services will enable detainees to restore or maintain contact with relatives.

**Working with the authorities to ensure detainees’ well-being**

The ICRC will seek to strengthen its engagement with the Venezuelan authorities and support their efforts to address the health-, water- and sanitation–related needs of detainees. It will also continue to help prevent the spread of TB and other communicable diseases in places of detention, and reinforce its support for activities such as: ensuring that prison clinics have the supplies necessary to treat injured and ailing detainees; and making improvements to basic facilities at selected places of detention. The ICRC will also seek to better understand the mental–health needs of certain detainees and their families and potential interventions in this regard. It will maintain its support for the penitentiary authorities in improving their capacity to improve detainees’ living conditions and diet, and provide detention facilities with assistance to begin smaller-scale activities to help detainees plant vegetable gardens and gain access to educational or recreational activities. Where possible, the ICRC will endeavour to mobilize other relevant actors to support and respond to existing needs.

**PLAN OF ACTION AND INDICATORS**

**VENEZUELA**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- seek access to all detainees within the ICRC’s purview; where it has access, continue to visit and monitor detainees’ living conditions and treatment, including respect for judicial guarantees; communicate findings confidentially to the authorities and urge them to address systemic issues; engage pertinent authorities in dialogue to explain the ICRC’s humanitarian activities
monitor and assess the implementation of a project on conducting virtual hearings; provide technical and material support (e.g. IT equipment) for the authorities in this regard; distribute posters for detainees regarding basic legal information

organize training sessions, round tables and other events – on addressing systemic challenges in detention – for the pertinent authorities; sponsor their participation in regional and/or international workshops on prison management (see below); give them support to set up a technical working group for improving interinstitutional coordination regarding detainees’ judicial guarantees

provide RCMs, phone calls, and other family-links services for detainees

**HEALTH**

- help improve access to health care at several places of detention; more specifically:
  - donate essential medicine, supplements, consumables and basic equipment; during outbreaks of communicable diseases or malnutrition, or during other emergencies, provide additional supplies
  - donate mosquito nets to two prisons
  - give staff technical guidance in checking the spread of TB and other communicable diseases; help them screen detainees for TB and support national authorities’ anti-TB and other health campaigns
  - conduct assessments regarding the provision of psychological or psychiatric support among detainees, and among those recently released and their families
- provide penitentiary health staff with technical support to collect and store information on detainees’ health; document and treat injuries among detainees

**WATER AND HABITAT**

Water and habitat activities

- together with the pertinent authorities, renovate water systems, sanitation facilities and kitchens for roughly 7,500 detainees; provide guidance and training for prison health staff and maintenance personnel on measures to control and prevent infections and in meeting technical standards for detention facilities, respectively
- enable penitentiary authorities to take part in regional workshops for developing standards for prison management and design

**ECONOMIC SECURITY**

- distribute hygiene and kitchen items and other essential supplies to up to 8,600 detainees
- provide food and nutritional supplements for up to 4,500 detainees; train prison staff in improving detainees’ diet and treating malnourished detainees
- supply seed and tools, and training, for planting vegetable gardens at selected places of detention, to enable detainees to grow food for their own consumption
- provide authorities with educational items and other material support to organize vocational training for detainees

**WOUNDED AND SICK**

Objective: Wounded and sick people receive prompt and adequate treatment.

**Bolstering capacities in emergency and other medical care in Venezuela**

The ICRC will train health staff in first aid and emergency trauma care. In line with the goals of the Health Care in Danger initiative, the ICRC, whenever possible, will seek to broaden awareness of violence against hospital staff. It will help inform health workers of their rights and mitigate risks to their safety. It will also continue to help develop capacities among emergency responders, including Venezuelan Red Cross first-aiders, and specialists and other medical personnel, with a view to ensuring good-quality and timely care for wounded and sick people at every stage of the casualty care chain. It will help providers of emergency services to develop capacities in their referral and transport systems, in order to increase the number of patients that ambulances are able to transport to hospitals. As part of a pilot project, ICRC support will be provided to standardize patient report cards and to create a national database of providers of pre-hospital and emergency care.

The ICRC will endeavour to help ensure that public hospitals are fully capable of providing a broad range of medical services to the communities they serve. To this end, it will provide expert guidance, make regular donations of supplies and equipment, and undertake improvements to key facilities.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

Hospitals supported

- 10 structures

**VENEZUELA**

- together with the Venezuelan Red Cross, train emergency responders in first aid; organize train-the-trainer sessions on basic emergency care and information sessions on mitigating and preventing violence against health workers
- give local service providers, including emergency-medical-response and ambulance-services staff, technical and material support to strengthen and standardize their referral and transport systems
- donate medicine and/or equipment to up to five referral hospitals in priority areas, and give health staff technical support; together with the Venezuelan Red Cross, stand
ready to provide supplies and consumables for up to five more hospitals during emergencies; in addition:
- train staff in emergency-room trauma care and/or basic emergency care; provide technical support for operating and maintaining biomedical and other equipment (e.g. X-ray machines)

**WATER AND HABITAT**

- renovate emergency rooms and other facilities at up to nine hospitals; train hospital staff in planning and conducting preventive maintenance of water and electrical infrastructure

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide the Venezuelan Red Cross with material and technical support, and training, to enhance capacities in emergency preparedness

**ACTORS OF INFLUENCE**

Objective: The national authorities, police, and armed forces or defence forces understand and respect IHL and other basic rules protecting people during violence, and incorporate them in their decision-making. Regional organizations and members of civil society help foster awareness of humanitarian issues among all parties concerned and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

**Cultivating acceptance and support for the Movement**

The ICRC will continue to develop and diversify its contacts among authorities and key members of civil society in the places covered. Its aim is to raise awareness of humanitarian principles and the Movement and gather support for them, and to broaden humanitarian access to vulnerable people. Its dialogue with these stakeholders will cover issues of common concern, such as the plight of victims of violence, displaced people, and detainees (see Civilians and People deprived of their freedom). Capacity-building support for the Venezuelan Red Cross – to make the Movement and its activities more widely known – will be reinforced. The ICRC will also strengthen its own public-communication and digital presence to this end through various means: communication campaigns, content published on traditional and social media, and updates for journalists on its work.

In Venezuela, the National Society and the ICRC will use their proximity to people in violence-affected neighbourhoods to maintain relationships with leaders of community organizations, and will make community members more aware of the Movement services available to them. The ICRC will maintain its community contact centre, in order to sustain its direct engagement with violence-affected people. It will publicize ways to contact the ICRC and learn more about its services, and distribute informational materials including among people with hearing/visual impairments. Where necessary, it will refer people in need to other humanitarian organizations for additional assistance.

**Promoting respect for international policing standards and IHL**

The ICRC will advocate, among the Venezuelan armed forces and police, for the integration of IHL and international law enforcement standards on the use of force in their doctrine, training and operations, and give them support for doing so. It will seek to expand its dialogue with the Venezuelan military and police on these norms and standards (see Civilians). It will also continue to support the authorities to implement these norms – by including them in military and police training and curricula, and incorporating them in domestic law. The ICRC will also work with universities to organize seminars and courses on IHL.

**PLAN OF ACTION AND INDICATORS**

- broaden awareness of humanitarian issues, and the Movement’s response to them, among the authorities, civil society and the general public, through production of multimedia content, interaction with members of local media, national and regional communication campaigns, and other means
- make the services available more widely known among people in need, through printed materials and digital means; gather information on humanitarian needs, and learn what recipients of aid think of the ICRC’s services, via a community contact centre or by surveying vulnerable people; use radio spots and social media channels to disseminate information valuable and helpful to vulnerable people
- in Venezuela, conduct workshops, round tables and training for police and military officials and/or instructors – online or, if feasible, in person – on international policing standards, particularly on the use of force during law enforcement operations, and on human rights law and other pertinent norms
- give training institutions support for including, in their curricula for police and security forces personnel, the norms and standards mentioned above
- organize or provide support for information sessions, meetings and other events – on implementing IHL, human rights law, and other applicable norms – for national authorities in Venezuela
- support the implementation of IHL courses and seminars at two universities

**SUPPORT FOR THE NATIONAL SOCIETIES**

- provide the Venezuelan Red Cross with technical and material support for public and operational communication; help it to produce audiovisual and printed materials on humanitarian issues and on the services available to vulnerable communities
RED CROSS AND RED CRESCENT MOVEMENT

Objective: The National Societies in the region are able to carry out their core activities effectively. The activities of all components of the Movement are coordinated.

The Venezuelan Red Cross will be given support for developing its ability to respond to needs in Venezuela, in accordance with the Safer Access Framework and the Fundamental Principles (see Civilians and Wounded and sick); the National Society will also be assisted to implement partnership agreements with the ICRC. The ICRC will encourage the exchange of best practices among Movement components throughout the region, at branch and headquarters levels.

The ICRC will reinforce its working relations with other Movement components in the places and countries covered, to clarify the roles and responsibilities of all parties concerned and to ensure a more coordinated and coherent humanitarian response. It will facilitate strategic, operational and technical meetings with pertinent Movement components. It will also work with the International Federation to help the Venezuelan Red Cross to build its organizational capacities.

PLAN OF ACTION AND INDICATORS

- strengthen the partnership with the Venezuelan Red Cross and provide comprehensive support – including financial assistance channelled through the International Federation – for its operational and organizational development
- provide guidance for the Venezuelan and Trinbagonian National Societies in security management and in incorporating the Safer Access Framework in their working procedures
- arrange meetings regularly with Movement partners to coordinate activities; publish joint messages on the Movement’s activities in Venezuela
In Colombia since 1969, the ICRC strives to protect and assist victims of armed conflicts and other situations of violence and promote compliance with IHL and other pertinent norms among weapon bearers. It visits detainees and assists the authorities in addressing systemic issues affecting the penitentiary system. It supports efforts to address the needs of families of missing persons, provides aid to violence-affected people and migrants, and helps ensure their access to health care. It runs a comprehensive mine-action programme. The ICRC works closely with the Colombian Red Cross.

**BUDGET IN KCHF**

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<thead>
<tr>
<th>Category</th>
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<tbody>
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**PERSONNEL**

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<tr>
<td>Resident staff</td>
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**ASSISTANCE TARGETS**

**CIVILIANS**

- **ECONOMIC SECURITY**
  - Food consumption: 13,000 people
  - Food production: 6,000 people
  - Income support: 7,060 people
  - Living conditions: 8,000 people

- **WATER AND HABITAT**
  - Water and habitat activities: 29,000 people

**PEOPLE DEPRIVED OF THEIR FREEDOM**

- **WATER AND HABITAT**
  - Water and habitat activities: 3,165 people

**WOUNDED AND SICK**

- **MEDICAL CARE**
  - Hospitals supported: 11 structures

- **PHYSICAL REHABILITATION**
  - Projects supported: 16 projects

- **WATER AND HABITAT**
  - Water and habitat activities: 4 structures
SITUATION

- Armed conflicts — between government forces and armed groups, and among armed groups — and other situations of violence continue to grow in intensity and complexity throughout Colombia.
- Protests linked to socio-economic issues — exacerbated by high inflation rates and the economic impact of the international armed conflict between the Russian Federation and Ukraine — sometimes turn violent. Incidents of violence are also reported in relation to organized crime.
- The Colombian government and the Fuerza Alternativa Revolucionaria del Común (FARC, or Common Alternative Revolutionary Force, the political successor to the Revolutionary Armed Forces of Colombia — People’s Army, or FARC-EP) continue to implement their 2016 peace agreement.
- Migrants, including refugees, from the Bolivarian Republic of Venezuela (hereafter Venezuela; see Caracas), other neighbouring states, and elsewhere pass through Colombia; many have settled in the country.
- A new administration took office in August 2022 after general elections.

HUMANITARIAN CONCERNS

- Injuries, disappearances and deaths among civilians, unlawful conduct against them — sexual violence and child recruitment and use during hostilities, for instance — and attacks against medical services continue to intensify in areas affected by armed conflicts and other situations of violence, particularly in rural regions where the state is absent or its presence weak. Armed groups, often linked to illegal economy, impose movement and other restrictions in places under their control. This reportedly results in forced displacement or in confinement of individuals, families or entire communities. This affects social cohesion and diminishes their resilience to the consequences of violence. The hostilities impede access to water, health care, education and other basic services, and prevent the pursuit of livelihoods. Mines and explosive remnants of war (ERW), left over from ongoing and past fighting, are a threat and an additional complication.
- People affected by ongoing and past armed conflicts and other violence are often unable to obtain the government benefits or compensation to which they are entitled. This is partly because of the budgetary constraints and other administrative challenges faced by the state’s victim assistance unit. Affected communities in remote areas are particularly vulnerable to food and economic insecurity and health risks.
- Numerous families remain without news of relatives missing in connection with the past conflict between the government and FARC-EP; ongoing armed conflicts and other violence; or natural disasters. Their specific financial and mental-health and psychosocial needs are often unmet.
- Migrants, including refugees, in transit or settled in violence-affected areas, such as places near Colombia’s borders with Ecuador and Venezuela, are at risk of, or suffering from loss of family contact, sexual exploitation or recruitment of minors into armed groups.
- Despite the authorities’ continuing efforts to work towards reforming the penitentiary system, places of detention remain overcrowded and without adequate health services, adding to the direness of detainees’ living conditions.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- urge authorities and weapon bearers to address the protection–related concerns of people affected by armed conflicts and other violence, particularly in rural areas, help strengthen their resilience against violence, and ensure their access to basic services; deepen the newly elected authorities’ knowledge on IHL, and of the ICRC’s mandate and activities;
- work with state agencies and others to make state services accessible to violence–affected communities; sustain a multidisciplinary response to communities beyond the reach of state services, in such areas as economic security, water and sanitation, mental–health and psychosocial support, hospital care and physical rehabilitation;
- at the request of the parties concerned, act as a neutral intermediary in facilitating the release and safe transfer of people held by armed groups and in recovering and/or handing over human remains; aid the authorities in ascertaining the fate of missing people and addressing the multifaceted needs of the families concerned;
- visit people deprived of their freedom, and help the national penitentiary, health and judicial authorities to address structural issues in the country’s penitentiary system;
- broaden awareness of the humanitarian issues in Colombia, and strengthen support for addressing them, among the authorities, civil society and the general public; help the authorities advance the implementation of legal frameworks for protecting and assisting civilians; and
- help the Colombian Red Cross bolster its ability to assist violence–affected people.
**ICRC ACTION**

**CIVILIANS**

**Objective:** Civilians are respected by those involved in armed conflicts or other violence, in accordance with IHL and other applicable domestic and international law. They are less at risk from mines/ERW. They are able to restore disrupted family links and are informed of the fate of missing relatives. They cover their basic needs and have access to essential services and to resources for restoring or preserving their livelihoods.

The ICRC will strive to protect and assist victims of armed conflicts and other violence. It will prioritize helping communities in rural regions affected by armed conflicts, including migrants and missing people’s families, and delivering services in places inaccessible to others. Some of the activities mentioned below will be carried out in partnership with the Colombian Red Cross, which will also receive ICRC technical and financial support to aid vulnerable people.

**Promoting compliance with IHL and protection for civilians**

The ICRC will bolster its dialogue with authorities at all levels, and with weapon bearers. It will urge them to respect IHL and other applicable law, especially the provisions protecting civilians and civilian infrastructure. It will support the efforts of Colombian armed forces and security forces to ensure that their operations comply with IHL, international human rights law and other applicable norms and standards – such as those for the use of force during law enforcement operations (see *Actors of influence*). It will also emphasize to authorities and weapon bearers the necessity of investigating and preventing IHL violations and ensuring safe access to essential services and humanitarian assistance. It will draw their attention to protection-related concerns – particularly in connection with the conduct of hostilities, sexual violence, child recruitment and use, and weapon contamination.

The ICRC will expand its engagement with violence-affected communities, in order to understand their needs, priorities and capacities more fully. It will involve them in planning and carrying out its activities (see below), and collect their views – for instance, through its community contact centre – and adapt these activities accordingly. It will help these communities strengthen their resilience, and devise self-protective measures, against the consequences of violence, including sexual violence. It will also help them protect themselves more effectively against mines/ERW (see below).

The ICRC will raise awareness, among the pertinent parties and the general public, of the plight of these violence-affected communities and that of missing people’s families (see *Actors of influence*).

**Enabling families to ascertain the fate of their missing relatives**

The ICRC will support the efforts of the Missing Persons Search Unit (UBPD) and other state institutions to prevent disappearances, ascertain the fate of missing people, and address the multifaceted needs of missing people’s families (see below), including their need to know the whereabouts of their missing relatives. To this end, it will help the authorities strengthen the medico–legal system, including forensic services. This entails establishing proper procedures for intragovernmental coordination and information management in line with internationally accepted data-protection standards; strengthening forensic and other medico–legal capacities; upgrading forensic equipment and/or infrastructure; and helping the authorities draw from best practices in other countries. It will remind those handling human remains, including members of the communities affected, to do so in accordance with IHL and other applicable legal frameworks, and in a manner that is respectful of cultural/religious practices.

The ICRC will maintain its role as a neutral intermediary between the Colombian government and FARC–EP while they take steps to fulfil the terms of their agreement to recover and hand over human remains, with due dignity, to the families concerned. When requested, it will also act as a neutral intermediary in facilitating the release and safe transfer of people held by armed groups.

Members of dispersed families will reconnect or reunite through the Movement’s family-links services; these services will focus on migrants, particularly separated and/or unaccompanied minors, and will be provided mainly by local partners. The ICRC will provide technical support, and issue emergency travel documents, when appropriate and in the best interests of the families. It will coordinate with other ICRC delegations working along the migratory route.

**Helping vulnerable people bolster their resilience to the effects of armed conflicts and other violence**

The ICRC will seek to persuade the authorities to provide, in accordance with existing laws and mechanisms, assistance to vulnerable people in Colombia, particularly victims of violence, including victims/survivors of sexual violence; missing people’s families; people with disabilities, including people disabled by mines/ERW; and migrants. It will explain to these people how to obtain the compensation and services available to them. When necessary, the ICRC, together with the National Society, will intervene to assist people ineligible for state benefits – or those who have not received the benefits to which they were entitled – especially in rural areas, which often become inaccessible to authorities and other humanitarian actors because of precarious security conditions.

The ICRC will provide cash to violence-affected households dealing with urgent financial needs brought about by the violence. Together with local partners, it will maintain its income-generation programme to help – mainly in urban areas and through cash – violence-affected people find jobs or expand small businesses. The ICRC will continue its efforts to help people in rural areas resume farming and herding, and thus ease their food insecurity and augment their income. In certain communities damaged or impoverished by recent emergencies, or in which livelihoods have been disrupted by violence, the ICRC will provide the support necessary for helping households recover their food intake and basic living conditions. The ICRC will continue to provide support for community-based organizations, and the authorities in selected municipalities, to enable victims of armed conflicts to get the financial assistance they need – for example, by referring them to state agencies for compensation/benefits.

The ICRC will carry out infrastructural projects to make clean water, education and health care more readily available, to victims/survivors of sexual violence as well as others, and recover communal spaces in conflict-affected rural and urban
areas. It will stand ready to help people meet their basic needs in the event of an outbreak of armed violence.

Victims of violence, including victims/survivors of sexual violence, and missing people’s families will have access to mental–health and psychosocial support from community/health workers and other local professionals trained or supported by the ICRC, or directly from the ICRC itself. The ICRC will also provide these workers with support to help them preserve their own psychological well–being.

The ICRC will broaden awareness of the threat of mines/ERW and promote safe practices among people living in or returning to weapon–contaminated areas. It will guide casualties of mine/ERW–related incidents through the appropriate processes for obtaining compensation from the state.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- through dialogue, promote respect for IHL among all parties to conflict; discuss, with military and security forces, IHL and other norms, and standards, applicable to the protection of people during the conduct of hostilities and law enforcement operations

- urge the pertinent authorities to implement policies for protecting and assisting civilians – including children, missing people’s families, migrants, victims of mines/ERW, and victims/survivors of sexual violence – and ensuring their access to essential services

- explain to violence–affected people how they can mitigate risks to their safety, and inform them of the assistance available to them from the state, the Movement and others

- use the community contact centre to gather views and suggestions from violence–affected people; make use of the information collected to shape the ICRC’s response, and incorporate it in key messages, on people’s needs, for dissemination among the authorities and others

**PROTECTION OF FAMILY LINKS**

- with the National Society and other partners, provide phone calls, internet connectivity, charging stations, tracing, and other family-links services for migrants and others separated from their families; issue emergency travel documents

- submit written representations to the pertinent parties, or engage them in confidential bilateral dialogue, on documented cases of missing persons; urge the parties to implement measures to prevent disappearances

- give the UBPD and other government bodies technical support for ascertaining the fate of missing people; help organize activities to mark the International Day of the Disappeared

- remind the authorities of their responsibility to address the needs of missing people’s families; provide financial or psychosocial support to some of these families or refer them to the appropriate institutions (see below)

**FORENSICS**

- serve as a neutral intermediary in recovering the remains of people killed in clashes or those of migrants in border areas; coordinate these activities with the relevant state agencies

- convene meetings for forensic and other pertinent authorities, and provide expert advice, to help them draft policies, legal frameworks, procedures and/or mechanisms linked to searching for, recovering and identifying the dead bodies or remains of missing people, and to address the multifaceted needs of the families concerned

- raise awareness among academic institutions, judicial authorities and others of the need to strengthen capacities among medico–legal and forensic experts and staff; when appropriate, provide them with technical and material support to this end

- provide expert advice and material support for all the parties involved – the communities affected, weapon bearers and first responders, for managing human remains properly

**WATER AND HABITAT**

- renovate or construct water, sanitation, waste–treatment, educational and other communal facilities – including health centres and counselling centres treating victims/survivors of sexual violence – to benefit up to 27,000 people; upgrade National Society premises

- in the event of an emergency, provide water, sanitation and shelter items for another 2,000 people

- fence off and mark informal burial sites containing unidentified or unclaimed human remains; provide support for making improvements and upgrading equipment at forensic facilities

**ECONOMIC SECURITY**

- during emergencies, distribute cash to supplement the income of up to 1,155 particularly vulnerable households (4,620 people), including those of missing people’s families and victims/survivors of sexual violence

- through the ICRC’s income–generation programme, provide up to 610 households (2,440 people) – including those of missing people’s families and victims/survivors of sexual violence – with financial and technical support: for instance, cash to buy supplies for their small businesses, vocational training for breadwinners and/or salary support for some of those who employ them
help 2,000 households (8,000 people) in rural areas to grow more food and/or raise livestock; give them seed, animals, farming tools and other supplies, and/or training in agricultural techniques

• distribute food, or cash or vouchers to buy it, or implement cash/food-for-work projects, for up to 13,000 people (3,250 households)

• distribute hygiene kits and other essential household items, or cash to buy them, to up to 8,000 people (2,000 households)

• provide technical, material and/or financial support to strengthen the ability of the state’s victim assistance unit, local authorities, and others to assist people affected by conflict or other violence

HEALTH

• at counselling centres and health facilities, provide – directly, or through local partners trained or supported by the ICRC – mental-health and psychosocial support for victims of violence, including victims/survivors of sexual violence, and missing people’s families

• train mental-health workers in psychological self-care and stress management

WEAPON CONTAMINATION

• help communities in violence–affected areas to implement measures for protecting themselves against mines/ERW; donate school supplies for students and teachers in these communities

• conduct information sessions in communities on safer practices around mines/ERW or use other means to disseminate this information

• where necessary, provide ad hoc financial or other support for victims of mines/ERW and their families to obtain state assistance

SUPPORT FOR THE NATIONAL SOCIETY

• provide the National Society with technical, financial and/or material support for developing its capacities in restoring family links, particularly for migrants; taking violence–affected people’s protection–related concerns into account in the provision of aid; carrying out income–support, water–and–habitat, and other activities (mental–health and psychosocial support); conducting information sessions on mine risks; and employing safe practices in weapon–contaminated areas

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards: in particular, their judicial guarantees are respected, and they have access to essential services.

Helping the authorities to tackle structural issues in the penitentiary system

The ICRC will continue to visit detainees, in accordance with its standard procedures, paying particular attention to people detained in connection with armed conflict, women, members of indigenous groups and LGBTQ+ detainees. Findings from these visits will be the basis of its dialogue with penitentiary and judicial authorities at local, national and regional levels. This dialogue will focus on preventing and dealing with violence, including sexual violence; promoting respect for judicial guarantees and existing procedural safeguards; and implementing alternatives to incarceration in line with the existing penal code, to reduce overcrowding. The ICRC will provide support for the authorities at selected prisons to carry out pilot projects to bring detainees’ treatment and living conditions in line with internationally recognized standards. These projects will serve as models for replication elsewhere; whenever possible, the ICRC will incorporate detainees’ views and suggestions in designing and evaluating them.

The ICRC will give the penitentiary and health authorities support to establish a national mechanism to coordinate the work of all state institutions involved in providing health care in detention, including physical rehabilitation services. It will also give them support to strengthen the organization of the prison health system through effective governance structures and policies, including protocols on medical isolation, and expand the capacities of health personnel with training in medical ethics and other areas.

The ICRC will continue to support a regional project for penitentiary authorities to develop a technical guide for prison management and design, which will be used to ensure detainees’ access to essential services and living conditions that meet internationally recognized standards. To this end, the ICRC will also sponsor these authorities’ participation in regional workshops. The ICRC will help penitentiary authorities to upgrade certain facilities, and make areas more accessible to detainees with disabilities. The ICRC will support a programme through which selected detainees will be trained and/or equipped to maintain facilities at their prisons: the idea is that the skills they acquire will be of use in easing their socio-economic reintegration after their release.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

• visit detainees under the ICRC’s purview; communicate findings and recommendations confidentially to the authorities

• give national authorities expert advice to design measures – and change policies, where appropriate – to tackle overcrowding and improve detainees’ access to food, primary health care and physical rehabilitation; help the authorities to attend or organize regional workshops on prison management and design (see below)

• urge judicial authorities to expand the implementation of alternatives to incarceration, particularly for women and detainees suffering from diseases untreatable in prison; organize training for judges in addressing related concerns

• provide the authorities with technical support for implementing mechanisms to prevent ill-treatment, for instance, help them to draft and/or revise protocols on the use of force and on preventing sexual violence; discuss with them the training prison staff should be given to implement official policies
HEALTH

A provide technical support for the penitentiary and health authorities to improve governance in the prison health system; monitor the medical isolation of detainees suffering from infectious diseases and evaluate the pertinent protocols

A together with the national training service, develop a virtual course for prison health personnel in health care in detention

WATER AND HABITAT

As part of a regional project, give authorities expert advice to develop technical standards for the prison facilities (e.g. kitchens) assigned to them

 Upgrade essential infrastructure (e.g. water, sanitation and health facilities) and/or prison premises for the benefit of 2,000 detainees; renovate lavatories, prison clinics and/or recreational areas to make them accessible to some 100 detainees with disabilities

Give the authorities expert advice to design a programme for prison maintenance; provide training and/or donate materials for the programme, from which roughly 1,000 detainees will benefit

WOUNDED AND SICK

Objective: Sick and wounded people have access to specialized care. Persons with disabilities receive good-quality physical rehabilitation services and are able to reintegrate into society.

Strengthening provision of first aid, hospital care and physical rehabilitation

The ICRC, together with the Colombian Red Cross, will intensify its advocacy for the protection of people seeking or providing health care, in line with the goals of the Health Care in Danger initiative. It will urge the health authorities to make the delivery of health care timelier and more responsive to the needs of victims of armed conflicts and other violence. It will suggest that they do this, for instance, by simplifying the procedures for obtaining health care. The ICRC will also raise awareness among wounded and sick people, particularly victims/survivors of sexual violence and people with disabilities, of their rights and the state services available to them. Where such services are inaccessible or unavailable, it will directly aid the most vulnerable and/or refer them to ICRC-supported centres.

The ICRC will continue to develop the capacities of community-based volunteers in first aid, specifically in assisting victims of mines/ERW, and in carrying out medical evacuations. It will give hospitals the technical support necessary to provide specialized care that meets national and international standards. It will conduct an in-depth evaluation of the emergency department at one hospital. It will also stand ready to provide additional support to health facilities, including first-aid posts and ICRC-supported mobile clinics for communities that are displaced and/or facing mobility/access restrictions, during mass-casualty emergencies. It will carry out infrastructural projects at selected health facilities to make the provision of health care as safe as possible. The ICRC will maintain its support for the health ministry’s vaccination campaign against COVID-19 in remote communities, and provide health care and mental-health and psychosocial support for people previously held by armed groups, in whose release and transfer the ICRC acted as a neutral intermediary (see Civilians).

People with disabilities, including victims of mines/ERW and detainees, will be assisted to obtain physical rehabilitation. The ICRC will work with authorities, training institutions and providers of rehabilitative care, and strengthen their capacities, to improve service provision and ensure the sustainability of the physical rehabilitation sector. It will strengthen its partnerships with pertinent associations, with a view to advancing the socio-economic inclusion of people with disabilities.

The ICRC will incorporate mental-health and psychosocial support, and its COVID-19 response, in all its activities along the continuum of care: first aid, hospital care and physical rehabilitation.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE

Inform wounded and sick people about the state services available to them; cover treatment costs, arrange medical evacuation or facilitate referrals to health facilities for up to 200 victims of violence

Provide medical supplies, personal protective equipment, staff training and/or technical support – particularly for emergency care and treatment of victims/survivors of sexual violence – to up to 11 ICRC-supported hospitals during emergencies, donate wound-dressing kits and other supplies, and protective gear to up to 20 first aid posts

Directly or with selected universities, organize training for health professionals in wound care and management of patient influxes during mass-casualty incidents

With the National Society:

Organize information sessions, round tables and workshops on the Health Care in Danger initiative for authorities, and for those attending first-aid training (see below)

Conduct first-aid training for community members, weapon bearers and emergency responders

At up to two health facilities, carry out a pilot project to help health workers mitigate their exposure to risks of violence against them
PHYSICAL REHABILITATION

- make renovations at up to four health facilities; provide expert advice on improving safety and emergency preparedness at these facilities

Objective: Authorities and weapon bearers understand and respect IHL and other fundamental rules protecting people during conflict and other violence, and incorporate them in their decision-making. The media, civil-society groups and other key stakeholders help foster awareness of humanitarian issues among all parties concerned and the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

Building support for humanitarian action

The ICRC will continue to interact with violence-affected communities, the media, academics and others in order to broaden awareness of humanitarian issues in Colombia (see also Civilians). It will strive to advance their understanding of IHL and of the Movement’s neutral, impartial and independent approach to humanitarian action, and broaden their support for its activities. It will promote accurate media coverage of humanitarian issues, particularly the plight of violence-affected people, missing people’s families, and migrants. It will also expand its engagement via social media, to ensure that these issues remain on the public agenda and reach new audiences.

The ICRC will pursue dialogue with all weapon bearers involved in armed conflict and other violence, to foster respect and support for humanitarian principles, and to ensure civilian access to humanitarian aid. It will also work with violence-affected communities to make information about the ICRC’s activities or key humanitarian issues more readily available and accessible, to a broad range of people, for instance by producing translations of informational materials in local languages.

Promoting domestic implementation of IHL provisions protecting violence-affected people

The ICRC will help the authorities, including branches of Colombia’s transitional justice system, to strengthen their grasp of IHL and other norms, in order to advance domestic implementation of IHL provisions protecting victims of violence. It will seek to further their understanding of legal frameworks that address the needs of missing people’s families, victims/survivors of sexual violence, and migrants, and that promote respect for people with disabilities and for the dead (in connection with the management of human remains). The ICRC will also emphasize the necessity of complying with these frameworks. It will endeavour to promote ratification of the Arms Trade Treaty and the Treaty on the Prohibition of Nuclear Weapons. It will also work with universities to instruct future leaders and decision makers in IHL and pertinent provisions of human rights law.

The ICRC will continue to support the efforts of the military and security forces to integrate IHL and pertinent provisions of human rights law, respectively, into their decision-making, doctrine and training — so that issues of humanitarian concern, including sexual and gender-based violence, can be addressed properly.

PLAN OF ACTION AND INDICATORS

PREVENTION

- during discussions with weapon bearers, raise the issue of civilians’ safe access to humanitarian aid, and explain the necessity of ensuring such access
- during working-group meetings, give military and police personnel advice on complying with relevant norms and standards, particularly those on the use of force
- offer expert guidance to members of the national IHL committee and pertinent authorities; organize workshops and round tables for regional authorities, judges and FARC legal advisers
- arrange round tables and other events on IHL for state institutions and universities; enable the authorities and students to participate in related events in other countries, and in moot court competitions, respectively

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
organize online and in-person workshops and field trips for journalists; together with other Movement components in Colombia, conduct communication campaigns on the Movement’s work and on issues of humanitarian concern.

work with violence-affected communities to produce and disseminate informational materials, for instance on the ICRC’s activities available to them.

SUPPORT FOR THE NATIONAL SOCIETY

give the National Society technical and financial support to strengthen its capacities in community engagement and public communication, including promotion of IHL and other applicable norms.

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Colombian Red Cross has a strong legal basis for independent action. It alleviates the plight of people affected by armed conflicts or other violence through effective activities in the areas of tracing, emergency response, mine action and IHL dissemination.

The ICRC will strengthen its partnership with the National Society, which remains its main partner in assisting people affected by armed conflicts or other violence in Colombia. It will work more closely with other Movement components to expand the National Society’s organizational capacities and bolster its ability to operate safely and effectively in violence-affected areas. It will also strive to ensure a stronger and more coordinated Movement response to the needs of vulnerable people.

PLAN OF ACTION AND INDICATORS

COOPERATION

work with the National Society to assist violence-affected people (see Civilians and Wounded and sick)

provide the National Society with financial and technical support, particularly to become more capable of operating in accordance with the Safer Access Framework

facilitate coordination among Movement components through meetings and other means.
LIMA (REGIONAL)

COVERING: Plurinational State of Bolivia, Ecuador, Peru

Lima, Peru. The ICRC accompanies and assists indigenous families of those missing in connection with the 1980-2000 armed conflict, in their mother tongue. Its efforts have helped families to strengthen their resilience as they continue the search for their loved ones.

The delegation in Lima opened in 1984, becoming a regional delegation in 2003. The ICRC visits detainees, addresses the issue of missing persons and monitors the humanitarian situation in violence-prone areas, particularly in the Apurímac, Ene and Mantaro Valley (VRAEM) in Peru. It seeks to address the needs of violence-affected people and of vulnerable migrants. It helps the region’s National Societies to reinforce their capacities. The ICRC supports the integration of IHL, human rights norms and international law enforcement standards into the military and security forces’ doctrine, training and operations; it promotes the incorporation of IHL in national legislation.

BUDGET IN KCHF

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ASSISTANCE TARGETS

CIVILIANS

WATER AND HABITAT

Water and habitat activities 1,230 people
SITUATION

- In Peru, government forces continue to carry out military operations against the Militarized Communist Party of Peru (PCP-M), and against drug trafficking, in the Apurímac, Ene and Mantaro Valley (VRAEM).
- Violent public protests over socio-economic and political issues occur frequently in the Plurinational State of Bolivia (hereafter Bolivia), Ecuador and Peru; other kinds of armed violence are on the rise.
- Throughout the region, military forces join the police sometimes in operations to restore public order or maintain security – for instance, during public protests.
- Migrants, including refugees, from the Bolivarian Republic of Venezuela (hereafter Venezuela; see Caracas) and elsewhere use Bolivia, Ecuador and Peru as transit or destination countries. They take dangerous routes because of the strictness of migration policies.

HUMANITARIAN CONCERNS

- People in the VRAEM, especially children, struggle with the consequences of armed violence: casualties, disappearances, displacement and damage to infrastructure have all been reported. People in remote areas are particularly affected: they have virtually no access to emergency aid or basic services, and have few livelihood opportunities. Mines and explosive remnants of war from current and ongoing hostilities damage infrastructure and pose a threat to people.
- Armed forces and security forces personnel in Bolivia, Ecuador and Peru have reportedly used excessive force during law enforcement and security operations; this has caused injuries and deaths.
- Many families in Peru still have no news of relatives who went missing in connection with the 1980–2000 armed conflict in that country. The Peruvian authorities are working to address these families’ psychosocial, financial and other needs, but the resources at their disposal remain inadequate to the task.
- Prison authorities in all three countries operate with limited resources. Nevertheless, they strive to curb overcrowding – caused partly by delays in judicial processes and long prison terms – and mitigate its effects on detainees’ living conditions. Detainees’ needs, particularly for family contact and health care, are not always heeded. In Ecuador, despite certain measures taken by the authorities, violent prison riots continue to take place.
- During their journeys to and from Bolivia, Ecuador and Peru, and during their attempts to settle in these countries, Venezuelan migrants and others often lose touch with their relatives and are subjected to abuse and exploitation, to which unaccompanied children are particularly vulnerable.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- help the authorities and weapon bearers to ensure that people affected by armed violence in the VRAEM are protected and have access to basic goods and services, in line with applicable law; remind government forces to respect the provisions of international law governing operations to maintain or restore public order;
- provide support for Peruvian authorities to implement a mechanism for ascertaining the fate and whereabouts of people missing in connection with past conflict and more recent events, and for addressing their families’ needs; help medico-legal and forensic authorities, and associations of missing persons’ families to strengthen their capacities to these ends;
- visit security detainees and other detainees of particular concern to the ICRC in Bolivia, Ecuador and Peru; support the authorities’ efforts to improve prison management and address systemic issues, such as overcrowding and the unavailability of health care; enable families to visit their detained relatives;
- enable Venezuelan migrants and others – particularly unaccompanied children in Ecuador – to reconnect with their families; help the Bolivian and Ecuadorean National Societies to develop their family-links capacities;
- with the National Societies, broaden support for IHL implementation and acceptance for the Movement’s work among authorities, weapon bearers and civil society, to maintain safe access to, and effective activities for, people in need; and
- help the National Societies to develop their ability to assist violence-affected people and coordinate their activities with those of other Movement components in their countries.
ICRC ACTION

CIVILIANS

Objective: Civilians are respected by all weapon bearers in accordance with applicable international law. People affected by armed violence have access to basic services and meet their basic needs. Families learn the fate of missing relatives; if these relatives are dead, the families take possession of their bodies or remains. The specific needs of these families are met.

Urging protection for violence-affected people and facilitating their access to basic services

The ICRC will continue to remind Peruvian authorities and weapon bearers in the VRAEM to ensure that people affected by armed violence are protected and have safe access to essential goods and services, in accordance with applicable law. It will urge them to include these violence-affected people in welfare programmes. It will maintain its dialogue on applicable laws and norms with military commanders, and seek similar dialogue with other weapon bearers in the country. Armed forces and security forces in the region – notably, along Ecuador’s border with Colombia – will be helped to strengthen their grasp of international policing standards for the use of force. It will explain or reiterate to them the necessity of dealing with unlawful conduct and preventing its recurrence.

The ICRC will strive to strengthen protection for and build resilience among communities in the VRAEM, particularly children, adolescents, and health and education personnel. It will help these people devise effective means of self-protection, and involve them in planning and carrying out activities for their benefit – all this with a view to reducing their exposure to risks and ensuring their use of positive coping mechanisms.

The ICRC, together with the National Societies, will help raise awareness of the Movement’s work, and the humanitarian services available, among violence-affected communities throughout the region, particularly in the VRAEM, and missing people’s relatives in Peru. Where possible, the ICRC will collect these people’s views and suggestions concerning its activities, which it will then adapt accordingly. It will seek to broaden awareness in civil society of issues of humanitarian concern (see also Actors of influence).

Together with community members, municipal authorities and local health workers, the ICRC will provide a reliable supply of clean water – for household consumption, sanitation in schools and livelihood-related purposes – to communities in remote areas of the VRAEM where the PCP-M has a presence.

Helping the authorities to ascertain the fate and whereabouts of missing people

The ICRC will continue to support the Peruvian authorities in implementing a mechanism – created by a 2016 law – to search for people missing in connection with the 1980–2000 conflict and assist their families. It will help them to improve coordination among key agencies and draw from the best practices of other countries, in forensics (see below) and other areas, and in accordance with internationally accepted data-protection standards. It will enable families to participate in the process of searching for their missing relatives, and also address their own multifaceted needs. The ICRC will help authorities implement a protocol that ensures that these families are accompanied – by staff trained in mental-health and psychosocial support – throughout the process of searching for, recovering, identifying and handing over bodies or remains to the families concerned. Associations of missing people’s families will be given support to strengthen their organizational capacities and to become more actively involved in the search process. Efforts to broaden awareness of the issue of missing people will be kept up.

The ICRC will seek to prevent further people from going missing. In Peru, it will work with the pertinent authorities to strengthen the medico-legal system in order to improve identification of human remains linked to past conflict and more recent circumstances. For instance, it will help them become more capable of managing a genetic data bank. It will also seek to help raise the quality of education in forensic science. In Ecuador, the ICRC will support the authorities to make the necessary preparations to deliver an effective forensic response – for instance, managing human remains properly – during emergencies related to prison riots and urban armed violence. When relevant, it will promote partnerships and coordination among the actors involved.

Enabling members of separated families to reconnect

Local partners will be given support to prevent loss of family contact and broaden access to family-links services for members of separated families. The ICRC will seek to strengthen capacities at the Bolivian and Ecuadorean National Societies in protecting family links – with a view to enabling, in line with data-protection standards, migrants, including refugees, along migration routes and border areas, to reconnect with their families. In particular, the ICRC will maintain its assistance for the Ecuadorean Red Cross to develop its capacities in tracing and helping unaccompanied migrant children to rejoin their families: the ICRC’s aim is to enable the National Society to ultimately take the lead in these activities.

The ICRC will publicize family-links services among migrants, authorities and local organizations. It will coordinate these efforts with those of other actors assisting migrants. It will also help monitor the situation in the countries concerned and help ensure that migrants’ other needs are also addressed.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

P monitor and document the protection-related concerns of people affected by armed violence in the VRAEM, and give them ad hoc assistance; engage the authorities and weapon bearers in bilateral and confidential dialogue on these concerns

P in the VRAEM, strengthen resilience among vulnerable people and communities; more specifically:

• train local professionals to provide emergency psychological assistance for health workers and teachers

• conduct workshops for community members, including schoolchildren, to develop self-protection strategies
conduct workshops on IHL and international law enforcement standards, particularly for the use of force in operations to restore public order, for state weapon bearers in Ecuador and Peru

with the National Societies, disseminate key messages on the humanitarian services available, and issues of humanitarian concern in communities – through online channels, radio spots and/or other means; collect people’s views and suggestions and adapt activities accordingly

PROTECTION OF FAMILY LINKS

in Peru, help the authorities implement a mechanism to search for missing people and address their families’ needs; more specifically:

- reinforce dialogue with the authorities in charge of the search process; organize workshops for key officials on such topics as best practices in implementing search mechanisms
- facilitate discussions among the authorities, missing persons’ families and others concerned
- carry out projects with associations of missing persons’ families; give these families cash or other support to take part in the search process – for instance, by travelling to or constructing burial sites
- carry out communication campaigns to draw attention to the plight of missing people’s families

with the National Societies – and in coordination with other ICRC delegations, where necessary – make phone calls, internet connectivity, tracing and other family-links services available to migrants and others separated from their families; distribute informational materials, especially during emergencies

FORENSICS

arrange meetings with medico-legal officials and forensic experts in Ecuador and Peru; organize advanced training for them; and/or sponsor them to attend training in other countries

help the Peruvian authorities to review their medico-legal system, and make recommendations for strengthening it; provide expert guidance for improving their management of human remains

urge the Ecuadorean authorities to develop a contingency plan for forensic work in emergencies; sponsor their attendance at regional meetings on this subject

WATER AND HABITAT

repair or construct water and/or sanitation facilities, including at schools, for up to 1,230 people in the VRAEM

HEALTH

monitor the Peruvian authorities’ implementation, in selected areas, of a protocol for providing psychosocial support for missing people’s families; when necessary, give them technical advice for preparing guidelines in this regard

in Peru, give the staff of local organizations and/or government personnel training, and technical and/or financial support, to provide psychosocial care for missing people’s families and psychological/emotional care for themselves

SUPPORT FOR THE NATIONAL SOCIETIES

- provide National Societies’ personnel with technical and/or financial support, and training, to protect family links; sponsor representatives from the National Societies to attend regional seminars
- give Ecuadorean Red Cross personnel training in protection-related principles and in registering and following up unaccompanied migrant children at shelters

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards.

Visiting detainees and monitoring their treatment and living conditions

The ICRC will visit detainees at selected prisons in Bolivia, Ecuador and Peru, in accordance with its standard procedures. It will pay particular attention to security detainees and vulnerable people, such as women, foreigners, elderly or ailing people, and people with disabilities. Findings and recommendations will be discussed confidentially with the authorities. Particularly in light of prison riots in Ecuador, the ICRC will continue to discuss protection-related issues, and the impact of overcrowding, with the penitentiary authorities (see below), and continue also to support the Ecuadorean Red Cross’s first-aid and family-links activities. It will also seek to cultivate dialogue with gangs exercising control in violence-affected detention facilities.

The ICRC will continue to enable detainees in all three countries to stay in touch with their families, particularly detainees with relatives who are elderly and/or live in remote areas with poor internet and mobile-phone coverage.

Helping prison authorities to address systemic issues

The ICRC will offer its support to the authorities for improving prison management; becoming more capable of tackling systemic issues, such as overcrowding; and bringing detention conditions up to internationally recognized standards.

The ICRC will seek to find means of ensuring respect for judicial guarantees and procedural safeguards at selected prisons. In Peru, it will facilitate cooperation and dialogue between penitentiary authorities, the judiciary and the Public Defenders’ Office; it will conduct pilot programmes to this end. It will also provide some support to penitentiary authorities in Bolivia for a project to help detainees secure benefits they are entitled to by law. The ICRC will continue to help Peruvian penitentiary authorities monitor the implementation of directives requiring comprehensive care for vulnerable detainees; it will also work with these detainees to design and pilot activities in this regard.
The ICRC will help the Bolivian, Ecuadorean and Peruvian authorities provide detainees with health care that meets national and international standards: it will carry out studies, and develop mechanisms and protocols, to this end. In Bolivia and Peru, it will follow up or provide support for the authorities’ infrastructural projects to improve detainees’ living conditions, including their access to essential services. The ICRC will also continue to help authorities in the countries concerned, and penitentiary officials throughout Latin America, to take part in a regional project to develop a technical guide for designing and managing detention facilities.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- **Protection**
  - visit detainees within the ICRC’s purview; communicate findings confidentially to the authorities
  - with Peruvian penitentiary and judicial authorities, conduct pilot projects to strengthen respect for detainees’ judicial guarantees; organize workshops for them in these areas; in Bolivia, provide internships for law students to prepare the documents necessary for detainees to obtain benefits
  - give the authorities technical and other support for improving detainees’ living conditions, including access to essential services; more specifically:
    - as part of a project on prison management and design, provide expert advice, at national and regional workshops, to develop and/or review technical criteria for detention facilities (see below)
    - in Peru, provide technical support for pilot projects to give vulnerable detainees comprehensive care; organize workshops, for prison staff, on implementing official policies; provide ad hoc infrastructural support to make facilities more accessible to elderly detainees and/or detainees with disabilities
    - in Bolivia, follow up an infrastructural project to upgrade water systems; discuss, with the authorities, the use of isolation facilities; when appropriate, give them support to renovate these spaces
  - work with the Ecuadorian penitentiary authorities to address protection–related issues and the impact of overcrowding; expand support for prison medical services and, jointly with the Ecuadorian Red Cross, deliver family–links services; provide the National Society with technical and financial support to assist detainees’ families in the event of violent prison riots
  - give families financial and other support to visit their detained relatives; if necessary, give detainees, especially those most vulnerable, support to cover their needs; in Peru, offer family–links services to detainees

**HEALTH**

- in Bolivia and Peru, provide penitentiary authorities with technical support to conduct studies on health care in detention
- in Peru, give prison health staff technical support for medically screening new inmates; directly, or after consulting prison health staff, follow up detainees with recent experience of ill–treatment

**WATER AND HABITAT**

- in Ecuador, help penitentiary and health authorities to develop mechanisms for registering instances of violence against prison health staff

**ACTORS OF INFLUENCE**

**Objective:** The authorities, the armed forces and the security forces, understand and respect IHL and other basic rules protecting people during armed conflict and other situations of violence, and incorporate them in their decision–making. The media, academics and other members of civil society help foster awareness of humanitarian issues among all parties concerned and in the general public, thus securing greater respect for human dignity. All parties concerned understand the ICRC’s mission and support the work of the Movement.

**Raising awareness of IHL**

The ICRC will help military and security forces in all three countries, particularly those operating in the VRAEM and northern Ecuador, to further their understanding of IHL, international human rights law and international standards for law enforcement, particularly for the use of force and maintenance of public order. It will seek to persuade them to integrate these norms and standards into their doctrine, training and operations (see Civilians). It will provide support for military and police academies, to train personnel; and the authorities, to update manuals and protocols on these norms and standards. In Ecuador, this work will be carried out jointly with the Ecuadorian Red Cross.

The ICRC recognizes the vital role of academics and journalists in shaping public opinion. Together with the National Societies, it will therefore seek to broaden awareness among them – and other members of civil society – in these areas: IHL, particularly the necessity of showing due regard for the red cross emblem; the plight of missing people and their families, and that of detainees; and the Movement’s activities to help migrants.

The ICRC will expand its community engagement, with a view to making the ICRC’s work, and the humanitarian services available, more widely known in communities.

**Supporting the incorporation of IHL provisions in domestic law throughout the region**

Together with the National Societies concerned, the ICRC will urge legislative and other authorities, and national IHL committees, to implement IHL by ratifying international treaties and amending domestic rules and regulations: in Ecuador, the Arms Trade Treaty; in Peru, incorporating penalties for war crimes in their criminal code; and in all three countries, amendments to the Rome Statute. The ICRC will help the authorities to amend laws on the use of force to maintain public order, and in Bolivia, to implement laws on protecting...
the red cross emblem and cultural property. It will seek the support of the national IHL committees in Ecuador and Peru to raise awareness of pertinent authorities on the applicability of IHL to cyber warfare, autonomous weapons, protection of violence-affected people, particularly missing people, and the dignified management of human remains.

In Bolivia and Ecuador, the ICRC will support and accompany the National Societies in strengthening their ability to discuss IHL and related matters with authorities and state weapon bearers.

**PLAN OF ACTION AND INDICATORS**

**PREVENTION**

- **arrange training and workshops for state weapon bearers and their instructors; give senior officials expert advice to draft protocols or manuals related to IHL and on other applicable bodies of law, and enable them to attend advanced training held outside their countries; in Ecuador, carry out some of these activities with the Ecuadorian Red Cross**

- **in Peru, in consultation with violence-affected communities, produce and distribute informational materials on the humanitarian services that are available and on the ICRC’s work**

**With the National Societies:**

- **support the authorities regarding the national implementation of IHL and other relevant norms through legal and technical support – for example, by organizing meetings and workshops for and with authorities, members of national IHL committees, and journalists, academics and other members of civil society as relevant; sponsor students’ participation in regional IHL moot court competitions and other events**

- **conduct communication campaigns on the ICRC’s work, issues of humanitarian concern, and the Movement’s activities in the region**

**SUPPORT FOR THE NATIONAL SOCIETIES**

- **give the National Societies technical and financial support to strengthen their capacities in public communication and community engagement**

- **train Bolivian Red Cross personnel in disseminating information on the proper use of the emblems protected under IHL; Ecuadorian Red Cross personnel, in international law enforcement standards; and personnel from both National Societies, in IHL**

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The National Societies in the region are able to independently deliver a safe humanitarian response, and carry out their core activities effectively. The activities of all components of the Movement are coordinated.

The ICRC, in coordination with the International Federation, will help the National Societies in Bolivia and Ecuador – its main partners in those countries – develop their organizational and operational capacities. In light of the suspension of the Peruvian Red Cross from the International Federation in August 2022, the ICRC and the International Federation will coordinate their support for the Peruvian Red Cross to address and resolve its internal issues. The ICRC will, in accordance with partnership agreements, work with the National Societies to assist migrants and other violence-affected people. It will, in particular, give the Ecuadorian Red Cross help to strengthen its capacities for operating in sensitive and volatile environments (see *Civilians and Actors of influence*).

At their request, the National Societies in Bolivia and Ecuador – and when possible, the National Society in Peru – will be given expert advice and support for activities related to emergency response and falling under ICRC areas of expertise. The ICRC will also help them to implement the Safer Access Framework, with a view to providing more effective protection for volunteers working in violence-prone areas.

The National Societies, the ICRC and the International Federation will publicize humanitarian issues and the Movement’s activities in Bolivia, Ecuador and Peru (see *Actors of influence*). Together, they will seek to make their planning and coordination more effective, especially in connection with the consequences of migration, violence and natural disasters.

**PLAN OF ACTION AND INDICATORS**

**COOPERATION**

- **in coordination with the International Federation:**
  - provide financial, material and technical support for the National Societies of Bolivia and Ecuador
  - within the framework of its suspension, give the Peruvian Red Cross technical and financial support for overcoming internal issues according to the identified road map, and for responding to emergencies related to natural disasters or violence
  - review existing agreements with the National Societies, to reflect contexts’ development and updated Movement policies, particularly in Bolivia and Ecuador; in Peru, adapt the Movement’s activities to ensure their sustainability in communities affected by violence
Mexico. The ICRC helps provide physical rehabilitation services for migrants with disabilities.

The Mexico delegation opened in 1998, becoming a regional delegation in 2002. It helps the region’s National Societies strengthen their capacities and works with them to address the most urgent humanitarian needs of migrants, IDPs and of persons affected by organized armed violence. It endeavours to clarify the fate of missing persons and helps address their families’ needs, and monitors detainees’ conditions. It encourages the integration of IHL and other pertinent laws into legislation and into universities’ curricula, and human rights norms applicable to the use of force into the doctrine, training and operations of security forces.

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**ASSISTANCE TARGETS**

**CIVILIANS**

- **ECONOMIC SECURITY**
  - Income support: 608 people
- **WATER AND HABITAT**
  - Water and habitat activities: 10,300 people
- **HEALTH**
  - Health centres supported: 10 structures

**PEOPLE DEPRIVED OF THEIR FREEDOM**

- **WATER AND HABITAT**
  - Water and habitat activities: 31,700 people

**WOUNDED AND SICK**

- **MEDICAL CARE**
  - Hospitals supported: 1 structure
- **PHYSICAL REHABILITATION**
  - Projects supported: 4 projects
SITUATION

- Organized armed violence persists throughout the region, particularly in El Salvador, Guatemala, Honduras and Mexico.
- Because of the violence and the dearth of economic opportunities, people seek safety and better prospects elsewhere. Faced with restrictive migration policies, migrants take more dangerous routes – including through violence-prone areas.
- In countries most affected by violence, the military takes part in law-enforcement operations and, with the police, implements domestic migration policies.
- Throughout the region, charges linked to organized armed violence and drug-related offences are among the main reasons for detention. Migrants are often arrested and detained for migration-related reasons.
- Guatemala is preparing for general elections in 2023. Protests against the government occur throughout the country regularly.

HUMANITARIAN CONCERNS

- In areas affected by violence, people continue to be at risk of being displaced, harassed, abducted, wounded, killed or subjected to sexual violence. Violence-affected people struggle to meet their basic needs and obtain essential services because of the security situation and movement restrictions. Health services are at risk of violent attack and struggle to cope with inadequate infrastructure, staff shortages and lack of resources. The wounded, the sick, persons with physical disabilities, and people affected by violence, including health-care workers, find it difficult to receive timely and appropriate care.
- Many migrants become separated from their families and go missing, or are detained and/or deported. Along the migration route, migrants face various risks, including the threat of human trafficking; basic necessities are difficult to come by. Migrants seek assistance at shelters, where resources are already overstretched.
- Many families are still without news of relatives missing in connection with migration, past armed conflicts, ongoing violence or other circumstances. These families struggle to search for their relatives or meet their needs, mainly because of limited local capacities and the absence or slow implementation of national or regional mechanisms. The bodies of a number of dead migrants remain either unidentified or unclaimed.
- Places of detention are often understaffed, and their infrastructure badly maintained, with adverse consequences for detainees’ living conditions. Overcrowding continues to be a pressing concern in several places of detention. Issues related to governance, and lack of resources, make it difficult for prison health systems to be responsive to detainees’ needs. There is also a need for gender-specific services and rehabilitation, as the number of female detainees continues to grow.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- remind the authorities to ensure that the fundamental rights of all migrants, people deprived of their freedom, IDPs and other violence-affected people are respected, and strengthen dialogue with them on these people’s concerns; with the National Societies concerned and other partners, pursue efforts to address their family-links, health and other basic needs;
- reinforce efforts to ascertain the fate of missing people and address the needs of their families; help strengthen local capacities in this regard;
- work with the detaining authorities in El Salvador, Guatemala, Honduras, Mexico and Nicaragua to improve detainees’ treatment and living conditions, in line with internationally recognized standards; facilitate the exchange of best practices in prison management among pertinent actors throughout the region; and
- increase its proximity to communities and expand its engagement with the authorities, regional organizations, armed forces, the police, civil society and the general public, in order to broaden awareness of humanitarian concerns and support for the Movement and IHL, international human rights law and other applicable norms.
ICRC ACTION

CIVILIANS

Objective: Civilians, including migrants and IDPs, are protected from the effects of violence, and due regard is shown for their safety and dignity, in accordance with applicable international norms and humanitarian principles. Their basic needs, including safety, are met. Members of families dispersed by migration, violence or natural disasters are able to stay in touch. Missing people’s families are informed of their relatives’ fate.

Promoting protection for migrants, IDPs and other violence-affected people

The ICRC will continue to prioritize responding to the needs of migrants, IDPs and violence-affected people, particularly in El Salvador, Guatemala, Honduras and Mexico. In coordination with the authorities, Movement partners and civil-society actors, it will increase its proximity to people in need, in order to learn about their needs and address them and to ensure that its activities remain relevant and sustainable. The ICRC will collect the views and suggestions of all the people it helps (see also People deprived of their freedom and Wounded and sick) and adapt its responses accordingly. It will seek to promote protection for migrants, IDPs and other violence-affected communities, and carry out initiatives to improve their access to essential services. It will focus on activities where it has an added value, coordinating its efforts with the National Societies and other stakeholders.

Together with the National Societies in the region, the ICRC will monitor the situation of migrants, IDPs and other violence-affected people. It will bring up their protection-related concerns with the pertinent authorities. It will also engage these authorities in dialogue on international norms applicable to their duties and on humanitarian issues related to migration, internal displacement and ongoing armed violence. It will remind them to ensure that the fundamental rights of all migrants, IDPs and residents are respected, and give them support for drafting or implementing domestic laws and policies that address internal displacement. It will also impress upon authorities the necessity of ensuring that migrants are returned to their places of origin in full compliance with international law, including the principle of non-refoulement, and in safe and dignified conditions, without separating families. The ICRC will deepen its engagement with violence-affected communities in order to understand their concerns and coping mechanisms more fully, and to help them develop or strengthen community-based measures to mitigate threats to their safety.

The ICRC will continue to work with the pertinent National Societies and other local partners, such as migrants’ shelters and humanitarian organizations. National Societies will receive support for expanding their capacities to conduct protection-related work. The ICRC will help the authorities and other actors improve their services for migrants and IDPs. It will continue to communicate with migrants – through a mobile messaging application and other channels – useful information on measures to protect themselves and prevent family separation along the migration route, current migration policies that affect them and ways to gain access to family-contact points and temporary shelters.

Helping people to meet their immediate needs

In line with the goals of the Health Care in Danger initiative, the ICRC will continue to promote the protection due to health services. It will pursue efforts to make preventive and curative care more readily available to migrants, IDPs and residents of violence-affected communities in El Salvador, Guatemala, Honduras and Mexico. It will seek to help the authorities and other pertinent actors strengthen their capacities in identifying and addressing issues communities face in accessing health services. It will work with the health authorities, National Societies and other stakeholders to improve referral systems for violence-affected residents, including victims/survivors of sexual violence. The ICRC will endeavour to address the mental-health and psychosocial needs of victims of violence, including victims/survivors of sexual violence, and missing people’s families; to this end, it will help health-care providers and other professionals to develop their ability to provide care to those who need it.

In El Salvador, Guatemala, Honduras and Mexico, the ICRC will improve infrastructure in violence-affected communities and ensure that migrants have access to clean water and sanitary and dignified living conditions in migrant shelters and other facilities. In Honduras, El Salvador and Guatemala, it will assist people who have been internally displaced by the ongoing violence to meet their basic needs and/or pursue livelihoods.

Reconnecting members of dispersed families and addressing the issue of missing people

Members of families dispersed by migration, past armed conflicts, ongoing armed violence or other circumstances will restore or maintain contact through the Movement’s family-links services. The ICRC will seek the authorities’ approval for issuing ICRC travel documents. It will continue to provide National Societies in the region with support for strengthening their capacities in restoring family links, preventing the separation of migrant families, publicizing family-links services, and adhering to data-protection standards.

Together with the pertinent authorities and other stakeholders, the ICRC will strive to ensure that missing persons are searched for and their fate and whereabouts clarified through appropriate means. It will urge the authorities to take all feasible measures to account for persons reported missing and to provide families with timely, accurate and reliable information throughout the search for their missing relatives. To prevent disappearances, the ICRC will continue to broaden awareness among migrants of the importance of maintaining family contact during their journeys. It will seek to work with the authorities, local organizations and regional stakeholders to create or revise mechanisms to search for missing people and address the many different needs of their families. It will contribute to assisting missing people’s families to meet their mental-health, psychosocial (see above) and administrative needs.

The ICRC will help develop forensic capacities and standards in the region, with a view to ensuring that human remains are handled and identified properly. It will continue to promote good practices in managing human remains. It will also remind the pertinent actors that they must have policies and procedures to prevent, to the greatest extent feasible, human remains from being mismanaged.
PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- impress upon the authorities, the armed forces and/or the police the necessity of respecting humanitarian principles and international norms applicable to their duties; where possible, notify them of documented allegations of abuse
- advise the authorities on drafting or implementing domestic laws and policies that address issues concerning internal displacement; provide them with technical guidance in facilitating IDPs’ access to state protection mechanisms and essential services; stand ready to assist displaced people to meet their basic needs
- arrange community-based workshops and other events to help violence-affected people identify their concerns and the threats to their safety, and devise effective means of self-protection

With the National Societies concerned:

- document the concerns of migrants, including those related to sexual violence, and bring them up with the pertinent authorities through oral and written representations; remind them of applicable international law in connection with sending migrants back to their places of origin
- hold meetings and workshops for National Society personnel on developing strategies related to migration, improving community-based protection mechanisms, addressing the concerns of migrants and displaced people, and other related topics; help National Societies develop referral pathways to appropriate service providers for victims/survivors of sexual violence
- organize discussions, workshops and other activities for/with the authorities, armed forces or security forces personnel, and/or community members about the consequences of armed violence for health and other essential services; promote the protection due to health services through communication campaigns and other means; and provide the authorities with advice for drafting legal measures to prevent violence against health services
- give migrants and internally displaced families medical and/or other advice, through digital channels or other means, and tell them about the risks to their safety and the services available to them; work with migrant shelters and/or reception centres to expand access to protection-related mechanisms

PROTECTION OF FAMILY LINKS

- engage the authorities in dialogue on the prevention of family separation and other related issues of concern; conduct legal studies to evaluate the local legal framework and its compatibility with the pertinent international standards and share the findings and main recommendations with the authorities and others
- during dissemination sessions, explain to community members how they can prevent disappearances and family separation and/or inform them of the family-links services available to them; conduct workshops on

information management and data protection for staff at shelters for migrants in Mexico
- urge the authorities to address the issue of missing people and give them the necessary training and technical and other support
- organize workshops, meetings and other events – on searching for missing people and addressing their families’ needs – for missing people’s relatives, the authorities, and associations of missing people’s families and other civil–society organizations; give them technical, financial or other support to organize commemorative events and assist them in helping missing people’s families to meet their legal, administrative and other needs
- engage with the families of missing people and migrants to learn what they think of family-links services

With the National Society concerned and other partners:

- offer phone calls, charging stations, internet connectivity, RCMs, tracing and other family-links services to migrants and members of dispersed families, including at locations along migration routes and at reception centres for returnees; give civil–society organizations technical and other support for making family-links services available to migrants
- help conduct information sessions and workshops on the needs of families of missing people and members of dispersed families, and on other related subjects, for government officials and others; produce reports and share the findings with the parties concerned

FORENSICS

- provide local forensic institutions and professionals with equipment, guidance, training, and/or other support; assist them in addressing such issues as forensic services for victims of sexual violence and repatriation of migrants’ remains
- offer the pertinent authorities technical assistance and other support for such matters as adapting medico–legal frameworks; creating mechanisms for communication, cooperation and coordination; incorporating forensics in emergency response plans; and drafting or implementing standard procedures for managing and identifying human remains and standards for data management
- remind the authorities of their obligation to prevent disappearances, ensure respect for human remains, and keep families informed of developments in the search for their missing relatives; maintain regular contact with missing people’s families

HEALTH

- provide the health authorities and other pertinent actors in El Salvador, Honduras and Mexico with technical and other support for restoring health services and medical referrals in communities affected by violence and
identifying and addressing issues people face in accessing health services

A together with the National Societies in El Salvador, Guatemala, Honduras and Mexico, conduct round tables, meetings and workshops, for the authorities and others, on improving health services for migrants; provide the National Societies with guidance and financial assistance to support or provide health services for migrants; and donate medical equipment, and medicine and other supplies, to up to ten health centres in Guatemala, Honduras and Mexico

A during emergencies, cover consultation or treatment costs for IDPs in Honduras and El Salvador; urge the pertinent authorities to develop their ability to meet IDPs’ health needs

A give health-care providers and other professionals – in El Salvador, Guatemala, Honduras, and Mexico – training and technical or other assistance to provide mental-health and psychosocial support for victims of violence, including victims/survivors of sexual violence, and/or missing people’s families; work with the authorities and others to develop systems for referring those with mental-health needs to appropriate service providers

A through training, information sessions and other activities carried out in partnership with the National Societies, help psychologists, National Society staff and volunteers, and community members in El Salvador, Guatemala, Honduras, and Mexico to become more capable of tending to their own well-being and providing mental-health and psychosocial support to violence-affected people

WATER AND HABITAT

Water and habitat activities

10,300 people

A for the benefit of up to 10,000 people, renovate or construct:

• communal infrastructure for people in violence-affected communities in Guatemala, Honduras and El Salvador

• triage facilities at a health centre in El Salvador

A with the National Societies concerned, repair or build shelters, reception areas and water-collection points or donate materials and equipment for that purpose, to benefit up to 300 migrants in El Salvador, Guatemala, Honduras and Mexico

A make improvements to the offices of organizations of missing people’s families and to morgues and other forensic facilities in El Salvador, Guatemala, Honduras and Mexico; provide the pertinent authorities with technical support to carry out infrastructural work independently or to develop their ability to ensure that forensic facilities meet international standards

ECONOMIC SECURITY

Income support

608 people

A provide income support to up to 152 displaced households (608 people) in El Salvador, Guatemala and Honduras, by giving them cash to buy food and other necessities; paying for their transportation and lodgings; training them in livelihood skills or referring them to employment services

SUPPORT FOR THE NATIONAL SOCIETIES

A provide the National Societies in the countries covered with technical, financial, and/or other support for their family-links services

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees’ treatment and living conditions meet internationally recognized standards.

Visiting detainees and helping the authorities to improve their living conditions

The ICRC will visit – in accordance with its standard procedures – detainees in El Salvador, Guatemala, Honduras, Mexico and Nicaragua, as well as migrants in administrative detention in El Salvador, Guatemala, Honduras and Mexico. It will monitor their treatment and living conditions and discuss its findings and recommendations confidentially with the authorities. It will bring up specific issues, such as the needs of women, minors and sexual/gender minorities, and the necessity of ensuring respect for judicial guarantees.

The ICRC will continue to urge the authorities to improve the treatment and living conditions of detainees, and bring them in line with internationally recognized standards. It will help the authorities to build their capacities in prison management and address structural issues in the penitentiary system. It will also support their employment of a gender-sensitive approach to prison management. Initiatives to advance the social inclusion of minors and women after their release will continue to be supported. The ICRC will ensure that while designing and implementing these and its other activities, it takes into account the views and suggestions of detainees and other stakeholders.

The ICRC will extend various forms of support to prison staff and authorities, with a view to improving basic services, such as health care, for detainees. It will encourage prison authorities, health ministries, and others to work more closely together to improve health care for inmates. It will also urge them to pay particular attention to issues of concern, such as TB and other communicable diseases, women’s health and malnutrition. It will intensify its efforts to renovate and/or build water facilities and other prison infrastructure, with a view to making detainees’ surroundings more sanitary and preventing the spread of disease. It will also help detaining and judicial authorities, and others, in the countries covered
to exchange best practices in prison management and develop regional standards for prison management and design.

Minors and other detainees will be able to stay in touch with their families through the ICRC’s family-links services. The ICRC will reiterate to the authorities the necessity of enabling detainees to maintain contact with their relatives.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**
- visit detainees to monitor their treatment and living conditions; communicate findings confidentially to the authorities and discuss the specific needs of women, juvenile detainees and others
- impress upon the authorities the necessity of respecting judicial guarantees; identify and advocate alternatives to detention for minors, migrants and others
- organize training, workshops, and other activities – local and regional – for pertinent authorities and others on prison management, detainees’ treatment and related topics; provide expert advice as necessary
- offer detainees video calls, RCMs and other family-links services, including family visits for detained minors
- give the authorities technical support for implementing projects to advance the social inclusion of detainees after their release or for referring them – particularly minors – for appropriate support; help them arrange access for detainees to educational and vocational opportunities
- provide the penitentiary authorities with technical support to develop regional standards for prison management and design

**HEALTH**
- visit health facilities at selected places of detention; follow up medical care for detainees and provide the pertinent authorities with technical guidance and other assistance for improving prison health services
- organize local and/or regional round tables and workshops – for penitentiary and health officials, and migration authorities – on prison health care, medical referral systems and other related subjects; encourage them to develop coordination mechanisms
- in El Salvador, train health and other prison personnel to deal with communicable and other diseases; help establish a programme for treating malnourished detainees at one detention facility

**WATER AND HABITAT**
- Water and habitat activities
  - 31,700 people

  - repair or construct water and other facilities – some specifically for minors and women – for up to 31,700 detainees in El Salvador, Guatemala and Honduras; organize workshops for prison staff on infrastructure maintenance and other related subjects

**MEDICAL CARE**
- assist prison officials to take part in regional seminars on prison management and design

**WOUNDED AND SICK**

Objective: People affected by armed violence and persons with disabilities have access to appropriate medical care, including good-quality physical rehabilitation.

Bolstering the continuum of care
The ICRC will continue to pursue various efforts to ensure that violence-affected people have safe access to timely first aid and pre-hospital emergency care, including transport to referral health facilities, in El Salvador, Guatemala, Honduras and Mexico. To this end, it will help build capacities among emergency responders and reinforce coordination between them during emergencies. It will seek to reach a fuller understanding of the emergency pre-hospital care system, the barriers to health services and the impact of violence, with a view to working with the pertinent stakeholders to address these issues.

In Honduras, emergency care will remain available to everyone arriving at the Tegucigalpa Teaching Hospital, including detainees and victims of violence. The ICRC will continue to provide the hospital with support for becoming more self-sufficient in treating wounded and sick people in its emergency department. Most of its support will be concluded by the end of 2023; the ICRC will hand over coordination and other activities and responsibilities to health authorities and hospital staff, including those related to the triage system, training in basic emergency care, and implementation of standard emergency-room operating procedures and protocols. It will, however, continue to help health ministry and hospital staff make improvements to emergency care, draft security protocols, and provide psychological support for staff and violence-affected patients.

Physical rehabilitation is an important part of the continuum of care. People with disabilities in Guatemala, Honduras and Mexico – particularly migrants and victims of violence – will have access to good-quality services at ICRC-supported physical rehabilitation centres. The ICRC will help these centres to improve their services, as suggested by service users and in line with international standards. It will urge the authorities, and others involved in physical rehabilitation, to ensure the sustainability of their services and make them more readily available along migration routes.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**
- Hospitals supported
  - 1 structure

  - in El Salvador, Honduras and Mexico, assess the barriers to health services in communities, help draft plans to address them, and conduct workshops for providers of pre-hospital care on protecting health services; in
Guatemala, take part in meetings of the National Society and others involved in protecting health services in El Salvador, Guatemala, Honduras and Mexico, assess the pre-hospital emergency care system, including how it is impacted by violence; subsequently make related recommendations for dealing with the issue to the authorities and provide support to implement them as needed

provide community members, National Society volunteers, and other emergency responders in El Salvador, Honduras, and Mexico with the equipment necessary and help train them in first aid, pre-hospital care, and safe transport of the wounded and the sick; in these countries and in Guatemala, give providers of pre-hospital care support for developing and/or implementing strategies for conducting training in basic emergency care and broadening the availability of pre-hospital emergency medical attention of good quality

provide material, technical and other support, such as medical equipment and staff training, for the emergency department at one hospital in Honduras, including support for implementing infection-control measures; ensure that the hospital authorities can manage the triage system, and other aspects of emergency care, unassisted

provide up to four physical rehabilitation centres in Guatemala, Honduras, and Mexico with financial, technical and/or material support, including staff training, to serve around 2,000 migrants and other violence-affected people1 with disabilities; cover transport and accommodation costs for selected patients from remote regions

help ICRC-supported physical rehabilitation centres meet pertinent international standards; survey opinion among disabled people of the services provided to them, and adjust the services as necessary

provide technical advice or organize round tables and workshops for government offices and/or other institutions on improving prosthetic/orthotic services for migrants and other people with physical disabilities

**PHYSICAL REHABILITATION**

**Projects supported**

4 projects

**ACTORS OF INFLUENCE**

**Objective:** The authorities, armed forces, security forces, and police respect the basic rules protecting people during periods of violence, and incorporate them in their decision-making.

The media, academics, and other members of civil society help foster awareness of humanitarian issues among all parties concerned and the general public, thus securing greater respect for human dignity. All parties concerned understand the ICRC’s mandate and support the work of the Movement.

The ICRC will strive to maintain or expand contact with authorities, members of civil society and other actors of influence; its aim is to continue to build support for its work and that of its Movement partners. National Societies in the region will be given support to improve their public communication. The ICRC will seek to broaden awareness of humanitarian issues such as the issue of missing people and the plight of their families, and the situation of migrants, IDPs, and other violence-affected people. It will discuss these issues with the pertinent authorities and others, and urge them to take action. The ICRC will also make its institutional position – on such matters as urban warfare, the use of explosive weapons in populated areas, and on IHL and cyber operations – known to foreign ministries and other pertinent authorities in the countries covered.

The authorities in the countries covered will be urged to draft or strengthen domestic laws concerning migration, internal displacement, and missing people and their families; the ICRC will give them the support necessary. Armed forces – including those that sometimes support or take part in law enforcement operations – and police in the region will be given guidance to ensure that their doctrine, training and operations comply with international human rights law and, where applicable, IHL, and are in line with international policing standards (see *Civilians*). The ICRC will discuss with armed forces and security forces the rights and concerns of migrants and IDPs, and the protection due to health services. In all its contact with them, the ICRC will remind regional and multilateral organizations of its position as a source of reference for IHL and relevant human rights law, and engage them in dialogue on operational concerns. It will seek closer involvement with selected academics and law schools, with a view to stimulating scholarly interest in IHL and supporting its inclusion in their curriculum.

The ICRC will interact with migrants, in order to stay abreast of their needs, tell them about its activities, and collect their views and suggestions. It will also help organizations of missing people’s families to develop their ability to publicize their plight.

**PLAN OF ACTION AND INDICATORS**

engage the authorities – including foreign ministries and others concerned – in dialogue on humanitarian issues; discuss international standards for policing, IHL, human rights law, and other related matters with armed forces and security forces

organize workshops, training, meetings, and similar activities and events for authorities, the judiciary, armed forces and security forces, academics, legal advisers at National Societies, and others – or sponsor their participation in such events

provide the authorities and national IHL committees with technical expertise and other support for the domestic implementation of IHL and other applicable norms, including in relation to new technologies, and the ratification of IHL-related treaties; assist them to develop

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
and/or strengthen legal frameworks for addressing such issues as missing people, migration, and internal displacement.

- Keep members of the media and other sections of civil society informed about ICRC activities; maintain an active presence on social media; and take part in developing and carrying out regional and/or global communication campaigns.

- With the National Societies, produce communication materials – digital and printed.

- Pursue discussions with migrants, tell them about the humanitarian services available to them, and encourage them to give their views on the humanitarian services they receive; help missing people’s families become more capable of public communication and give them information on protocols for searching for and identifying missing people.

SUPPORT FOR THE NATIONAL SOCIETIES

- Provide National Societies in the region with training and other support for public communication.

RED CROSS AND RED CRESCENT MOVEMENT

Objective: National Societies in the region have strong legal bases for independent action. They are able to carry out their core activities effectively. The activities of all components of the Movement are coordinated.

The ICRC will continue to provide National Societies in the region with various forms of support for strengthening their ability to respond to the humanitarian needs arising from migration, internal displacement, violence, and natural disasters (see Civilians) – in accordance with the Safer Access Framework, the Health Care in Danger initiative and the Fundamental Principles.

Partnership agreements will enable the ICRC and National Societies in the region to decide the scope and working procedures of their joint activities. The aim, as always, is to mount an effective humanitarian response together.

Movement components operating in the region will continue to work closely together to improve their services and extend the Movement’s operational reach.

PLAN OF ACTION AND INDICATORS

- Give National Societies in the region material, technical and financial support to expand their operational and organizational capacities, incorporate the Safer Access Framework more fully in their activities, improve their security management, and bolster their emergency preparedness and response.

- Update and sign partnership agreements with the National Societies.

- Develop coordination mechanisms with Movement components in the region and organize meetings with them.
NEW YORK

New York is home to the UN headquarters, Security Council and General Assembly — all whose work affect humanitarian and related developments. Operating since 1983 and granted observer status by the General Assembly in 1990, the ICRC delegation to the UN elevates concerns of conflict-affected people to governments and other policymakers and develops relationships important to the ICRC’s credibility with parties to conflict. The delegation enhances the ICRC’s ability to influence actors that can facilitate access to vulnerable communities or determine how conflicts are fought. It fosters recognition of the ICRC as a reference organization for IHL and principled humanitarian action.

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<th>BUDGET IN KCHF</th>
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<td>Protection</td>
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<td>Assistance</td>
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<td>Prevention</td>
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<tr>
<td>Mobile staff</td>
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<td>Resident staff</td>
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SITUATION

The UN formulates and implements policies and decisions that have a bearing on humanitarian affairs around the world. It plays a crucial role in developing, promoting and implementing IHL. In light of shifting global power dynamics, the increasing difficulty of consensus-based decision-making and declining public trust in multilateralism, the UN has committed itself to intensifying its efforts to assert the role of international cooperation in tackling global issues. Challenges related to armed conflict, weapons, “terrorism”, climate change, gender, the digital revolution, implementation of the Sustainable Development Goals and the COVID-19 pandemic feature prominently in world leaders’ discussions at UN events.

Since early 2022, the UN’s principal bodies and member states have been conducting their activities in person, as movement restrictions and other measures to mitigate the spread of COVID-19 had been sufficiently eased to allow this working arrangement, unlike in past years.

Think tanks, the media, academic institutions and NGOs in New York influence opinion and policymaking on humanitarian issues, and are able to mobilize UN Member States and the UN Secretariat to address these issues.

ICRC ACTION

**Strengthening interaction with UN bodies and Member States**

The ICRC will maintain regular contact with the UN’s principal bodies – in particular, the Security Council, the General Assembly, the Economic and Social Council, and the Secretariat – and its Member States, with a view to ensuring that humanitarian concerns, principled humanitarian action and IHL are taken into account in their discussions and decision-making. In its dialogue with these UN bodies, the ICRC will draw on its extensive field experience, its expertise in IHL and other bodies of law, and its own published work, including on support relationships in armed conflict and on protection of the natural environment under IHL.

The ICRC will use its status of Permanent Observer to participate in debates, negotiations and other events held by the UN. It will serve as an expert briefer at the Security Council when it is invited to do so: traditionally, the ICRC briefs the Security Council during the annual debate on the protection of civilians. It will also organize high-level meetings with Member State representatives to draw attention to and exchange information on the humanitarian situation in volatile contexts – for instance, in relation to the international armed conflict between the Russian Federation and Ukraine and to conflicts and other situations of violence in key countries in Africa and the Middle East – and information on its own multidisciplinary response for the people affected. In addition, the ICRC will continue to seek to ensure that guidelines and practices followed by the UN, such as those in connection with UN peacekeeping missions and other multinational operations, are consistent with IHL and other relevant norms. It will continue to discuss IHL and the protection of civilians with the UN Department of Peace Operations.

The ICRC will endeavour to support states that conduct partnered military operations to uphold IHL and other applicable norms. To this end, it will discuss with military advisers pragmatic ways to ensure respect for the law and enhance the protection of civilians. It will also share with them its handbook on partnered military operations.
Promoting the humanitarian perspective in legal and policy developments

The ICRC will follow legal developments and shifts in policy related to cross-cutting issues that arise in conflict-affected areas, such as: humanitarian access; the protection of civilians; access to water, medical care and other essential services; the search for missing people and the plight of their families; displacement; the means and methods of warfare, including the use of explosive weapons in densely populated areas and of new technologies; the climate and environmental crisis; and COVID-19 and other health emergencies. The ICRC will also seek to ensure that decisions made at the UN or resolutions adopted, on the issues mentioned above, align with IHL and other relevant norms, and enable principled humanitarian action. It will take an active role in developing new treaties and norms, or urging adherence to existing ones, on arms control, including in connection with autonomous weapon systems, cyber warfare and nuclear weapons. It will continue to pursue engagement with the UN Office of Counter-Terrorism and other stakeholders, with a view to expanding and implementing IHL protections within sanctions regimes, and to fostering due regard for these protections in counter-terrorism rhetoric. The ICRC will also pay attention to discussions of broader issues that affect the people it seeks to serve, and will endeavour to influence such discussions in their favour. These issues include hunger and food insecurity; sexual violence; access to mental-health and psychosocial support; education; misinformation, disinformation and hate speech; and data protection.

Broadening support for IHL and the ICRC’s humanitarian action

The ICRC will maintain its bilateral and multilateral connections with the diplomatic community through various means: briefings, by ICRC representatives, on specific contexts or issues; annual meetings and seminars on IHL; and other events on the sidelines of UN occasions. The aim is to further understanding of, and broaden support for, its neutral, impartial and independent humanitarian action throughout the world. It will draw attention to the obstacles to IHL implementation and humanitarian work, and will help familiarize policymakers and decision makers with the challenges that arise in the contexts where it works. The ICRC will maintain contact with other organizations carrying out humanitarian activities, or with those that are influential in the areas of humanitarian action and development work — for example, other Movement components, the Executive Office of the Secretary-General of the UN, the UN Office for the Coordination of Humanitarian Affairs, think tanks, academic institutions and NGOs — with a view to promoting coherent and well-coordinated humanitarian action. The ICRC will expand its public communication, via press and public engagements, social media and other means, to convey humanitarian messages to a broader audience and develop its working relationship with members of the media and digital experts. As needed, it will coordinate with the International Federation to ensure coherence in their public communication.
PANAMA CITY (REGIONAL)

COVERING: Antigua and Barbuda, Bahamas, Barbados, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Panama, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname

Having worked intermittently in Panama since 1989, the ICRC has had a stable presence in the country since 2010. In 2019, it opened a regional delegation in Panama City, and reopened its mission in Haiti in 2021. The delegation helps build the capacities of the region’s National Societies and works with them to help violence-affected people and vulnerable migrants. It aims to raise awareness of and mobilize support for humanitarian principles, IHL and the ICRC’s activities through regular contact with multilateral and international organizations, governments and the military and police. It monitors the treatment and living conditions of detainees.

Panama. ICRC delegates confer with a volunteer from the Red Cross Society of Panama. The two organizations work together to help migrants contact their families.

ASSISTANCE TARGETS

WOUNDED AND SICK

MEDICAL CARE

Hospitals supported

5 structures

BUDGET IN KCHF

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Of which: Overheads 550

PERSONNEL

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</table>
SITUATION

- Armed violence, or the potential for it, remains an issue in some member states of the Caribbean Community (CARICOM), which are dealing with political tensions, socio-economic troubles and high crime rates. In Haiti, armed violence has intensified sharply – particularly in Port-au-Prince, the capital: armed groups have expanded their control over densely populated and strategic areas. A resurgence of cholera was also reported in late 2022.
- Some CARICOM states are transit or destination countries for migrants fleeing armed conflict and other situations of violence and/or socio-economic difficulties in their countries of origin, such as Haitians seeking refuge in the Dominican Republic. People from the Bolivarian Republic of Venezuela (hereafter Venezuela), Haiti, or other countries (e.g. migrants from Africa) attempt to pass through the treacherous terrain of the Darién Gap in the Panamanian province of Darién, which borders Colombia; there, the authorities regulate the entry of migrants, who have to pass through reception centres before they are permitted to move on.
- Panama remains a regional hub for policymaking on humanitarian issues and international affairs. It hosts numerous multilateral and international organizations, donor and cooperation agencies, and diplomatic missions.
- Throughout the region, people are detained in connection with violence.
- Earthquakes, hurricanes, and other natural disasters occur periodically in the region.

HUMANITARIAN CONCERNS

- The violence, particularly in Haiti, has injured, killed and displaced people. Security conditions in Port-au-Prince restrict the movement of those in areas controlled by armed groups, and make basic services virtually inaccessible. Health, water and sanitation facilities, which are already struggling to cope with the effects of the violence, are further strained by the resurgence of cholera. Attacks on people seeking or providing medical care, and sexual violence, have been reported. Few international organizations are able to operate in the communities most affected by the violence. Health workers who have been subjected to violence may require mental-health and psychosocial support.
- Migrants travelling through the region are at risk of extortion, injury, sexual violence, starvation, disappearance and death. Stricter immigration policies, enforced by transit or destination countries, force them to take more dangerous routes. The number of migrants in Darién continues to grow, putting further strain on essential services.
- Families throughout the region are dispersed by migration, violence, natural disasters and other circumstances. They lose contact with each other and struggle to get back in touch; some of them still have no news of missing relatives. Local and regional mechanisms to prevent disappearances – for instance, by managing human remains properly – and to help families search for or ascertain the fate of relatives are still in development.
- Backlogs in judicial proceedings, and a lack of alternatives to incarceration, or of early-release schemes for detainees, contribute to overcrowding in prisons across the region. The authorities’ efforts to address these issues are hampered by budgetary constraints and, often, a lack of adequate national standards for prison management and design. In Haiti, detainees in overcrowded prisons are particularly vulnerable to outbreaks of cholera or other diseases.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- pursue dialogue with the authorities in the region on the rights of migrants, particularly in Panama, and people affected by the armed violence in Haiti; help promote, among key parties, the protection due to health workers in Haiti;
- continue offering some support to communities most affected by violence in Haiti and help them identify mitigatory strategies; work with Movement partners to help protect violence-affected communities against the spread of cholera;
- reinforce local and regional efforts to reconnect members of separated families and ascertain the fate of missing people, including through forensic work, by supporting and coordinating with Movement partners, the authorities and other key parties; bolster the capacities of National Societies, principally in Haiti and Panama;
- engage with multilateral organizations, Movement partners, authorities and members of civil society in the region, to help shape humanitarian debates, share expertise (in humanitarian considerations related to armed violence, detention, migration, restoring family links, policing, and IHL), and broaden support for its activities worldwide; and
- visit selected security detainees in Haiti and support efforts to protect all detainees against cholera; across the wider region, continue to work with penitentiary officials to develop architectural design models that are in line with internationally recognized standards and that ensure dignified conditions for detainees.

At the regional delegation in Panama City, Panama, a team of regional advisers will continue to make their expertise – in humanitarian considerations relating to detention, migration, restoring family links, policing, IHL, issues concerning missing people and their families, forensics and other matters of regional interest – available to ICRC delegations throughout the Americas.
ICRC ACTION

CIVILIANS

Objective: The rights of migrants and others affected by violence are respected, and these people protected, in accordance with applicable international norms and humanitarian principles. Their basic needs, including safety, are met. Members of families dispersed by migration, violence or other circumstances are able to ascertain their relatives’ whereabouts or to stay in touch.

Promoting respect for the rights of violence-affected people and migrants

The ICRC will seek to uphold the rights, under the pertinent legal frameworks, of migrants and of people affected by armed violence in the region – particularly in Haiti and Panama. To that end, it will cultivate dialogue with authorities and weapon bearers on such pressing issues as sexual violence, and access to essential services (e.g. emergency medical care for violence-affected people in Haiti, and asylum, legal aid, and Movement tracing services for migrants in Panama). To address the needs of people affected by violence and/or migration, the ICRC will coordinate and collaborate with the International Federation and Movement partners; it will also mobilize and work with the authorities, international organizations, local actors and other stakeholders in the region.

In Haiti, where it reopened its mission in Port-au-Prince in 2021, the ICRC will seek to expand its network of contacts among authorities, weapon bearers, community leaders, and other stakeholders, so that it can continue to reach violence-affected communities, and if possible, help facilitate access for others as well. It will also mobilize and coordinate with other organizations to ensure that people receive help.

The ICRC will continue to work with communities in Haiti to devise means to mitigate the risks to their safety. To the extent possible, given access constraints, the ICRC will also continue to assist people with protection concerns. For example, it will work with other organizations to help victims/survivors of sexual violence, and provide mental-health and psychosocial support (see Wounded and sick) for health workers or community leaders affected by the violence. In the communities most affected by violence, the ICRC, working with Movement partners whenever possible, will also undertake various initiatives to help protect people against cholera. Depending on how the outbreak evolves, these initiatives may include: organizing information sessions on preventive measures; training community members in charge of water points in detecting cholera contamination; and helping to set up water points and to improve sanitation facilities, such as communal toilets in communities and sewage tanks in hospitals. The ICRC will also mobilize and work with other actors as needed.

In Panama, and to a lesser extent the Dominican Republic, the ICRC will remind authorities that they must respect the principle of non-refoulement; international law and international standards for the use of force in law enforcement (see also Actors of influence); and the rights of migrants during detention, deportation and repatriation. It will help migrants in Darién protect themselves. To that end, it will work with the authorities and with Movement partners to give them information on: the risks they may face on their journey; the services available to them, such as the Movement’s family-links services (see below) and government services for victims/survivors of sexual violence; and procedures for seeking asylum and reporting disappearances.

Helping people to obtain news of their relatives

The ICRC will help the Red Cross Society of Panama and other National Societies in the region to reconnect members of families dispersed by migration, violence, detention or natural disasters. In 2023, it will expand such support to the Haitian National Red Cross Society. ICRC support will include capacity building – for instance, in implementing the Movement’s data-protection standards – and assistance in coordinating National Societies’ activities, especially in cross-border cases.

The ICRC will seek to foster an environment that enables authorities, forensic agencies, academics and other stakeholders throughout the region to coordinate their activities and exchange best practices in clarifying the fate of missing people. It will also endeavour to bolster forensic capacities, so that the remains of migrants who die during their passage through Darién, and others, can be identified and the families notified. The ICRC will urge the relevant authorities to work to this end; facilitate coordination and exchange of best practices among them (also with regard to medico-legal frameworks); and offer support to search for, recover, analyse and identify human remains, particularly in Darién. It will also help key parties to prepare for and respond to mass-casualty emergencies (violence, natural disasters, etc.) more effectively.

In its discussions with authorities and others, the ICRC will advocate prevention of family separation and disappearances; and respect for the rights of missing people’s families, including the right to know the fate of their loved ones; and provision of administrative and legal support for these families (e.g. for the issuance of death certificates and repatriation of human remains).

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

With the pertinent National Society:

- hold discussions with authorities and weapon bearers in Haiti, authorities in Panama, and others – and conduct information sessions for them – on the protection afforded to civilians by various applicable legal frameworks
- conduct, with other members of the Movement present in Haiti, communication campaigns to advocate unhindered access to medical care for the wounded
- in Haiti, organize workshops in violence-affected communities, and work with them to identify risks to their safety and devise mitigatory strategies; work with other organizations to provide ad hoc assistance to victims/survivors of sexual violence
- in Panama, inform migrants – through different means – of their rights and the risks to their safety; organize workshops for the National Society on identifying and
responding (e.g. through referrals to the pertinent organizations for assistance) to the concerns of migrants, including victims/survivors of sexual violence

**PROTECTION OF FAMILY LINKS**

- Advise officials from the region on best practices in ascertaining the fate of missing people and assisting their relatives; organize workshops and other events on the subject, or give these officials financial support to attend such events in other countries

With the Red Cross Society of Panama:

- Remind the authorities of the importance of ensuring family contact, and preventing disappearances, among people separated by migration or other circumstances

- Through information sessions, flyers and posters, and other means (a hotline and an official website, for example), alert migrants and communities to the availability of family-links services from the Movement, and explain how to mitigate the risk of family separation or disappearances; offer these services (e.g. phone calls, tracing, Wi-Fi connectivity) to people separated from their families

**FORENSICS**

- Through meetings with key parties and other means, raise awareness of the importance of managing human remains properly, and awareness of the rights and needs of missing persons’ families in Haiti, Panama and elsewhere

- Offer expert advice to officials and forensic professionals in Panama and elsewhere on developing medico-legal frameworks, digital tools, and standard operating procedures; improving coordination; and incorporating human-remains management in plans for emergency response

- Arrange round tables and workshops for officials and forensic professionals in the region, to foster coordination and exchange of best practices; sponsor key officials to attend regional events

- Work with communities in Panama to collect data on places where human remains might have been buried

- Provide equipment and other support to forensic professionals in Panama; in the event of an emergency, donate body bags to emergency responders in Haiti

**WATER AND HABITAT**

- In Haiti, undertake various initiatives to improve hygiene and sanitation, and access to clean water, for people in violence-affected communities

- In Panama, help build shelters for migrants and host communities; give the authorities expert advice for designing and building facilities to preserve and store human remains

**SUPPORT FOR THE NATIONAL SOCIETIES**

- Provide National Societies in the region with technical, material and other support to identify protection-related concerns, provide family-links services, and assist in managing human remains; sponsor their representatives to attend regional Movement events on restoring family links

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** Detainees are afforded treatment and living conditions that meet internationally recognized standards.

The ICRC will visit selected security detainees in Haiti to monitor their treatment and living conditions. Where necessary, it will help the detaining authorities to prevent and respond to cholera outbreaks, and to improve hygiene and sanitation in prisons, so that detainees are better protected against cholera. Depending on how the outbreak evolves, initiatives may include installing water points and sewage tanks. It will also mobilize and work with other actors as needed.

The ICRC will foster coordination among and provide guidance to prison officials in Latin American countries, to enable them to establish, collaboratively, regional criteria for architectural design that are in line with internationally recognized standards. These criteria will then serve as a source of reference for the authorities in developing national standards and norms that will ensure that facilities are well-equipped to uphold the dignity and well-being of people deprived of their freedom, and to create the conditions for the individual treatment needed for their rehabilitation.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- Visit selected security detainees in Haiti, to check on their well-being; communicate findings to the authorities, with a view to helping them to improve these detainees’ treatment and living conditions

- Meet with prison officials from selected Latin American countries, and organize local and regional workshops for them, to solicit their participation in finalizing regional criteria for prison management and design

**WATER AND HABITAT**

- Meet with penitentiary engineers and officials in the region and organize regional workshops on the regional criteria mentioned above; help to guide the process, promote exchanges among the countries and harmonize the content produced

- In Haiti, help improve hygiene and sanitation and access to clean water for detainees at risk of cholera

**WOUNDED AND SICK**

**Objective:** Wounded and sick people have access to suitable emergency care.

In Haiti, the ICRC will work with Movement partners to document the dangers faced by people providing or seeking medical care in selected violence-affected neighbourhoods. It will bring these to the attention of the parties concerned (see Civilians).

The ICRC will also work with Movement partners and others to provide medical attention to people in communities affected
by violence. To this end, it will support functioning health facilities by providing supplies and helping to improve their premises. It will also seek to ensure that people receive timely – potentially life-saving – care by supporting referral and transport systems, particularly the ambulance services of the Haitian Red Cross, for patients needing further treatment.

The ICRC will undertake other initiatives, such as first-aid training for people likely to be at the site of incidents (community health agents and other health staff, community leaders, gang members, volunteers from the Haitian Red Cross, and others) and, depending on how the situation evolves, information sessions for violence-affected communities on measures to prevent the spread of cholera.

The ICRC will begin to offer mental-health and psychosocial support to selected health workers and/or leaders of communities affected by armed violence in Haiti.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

| Hospitals supported | 5 structures |

**HAITI**

- document instances of the obstruction of health care and share these findings with the parties concerned; engage weapon bearers in dialogue on ensuring respect for the right of unhindered access to medical services
- conduct information sessions on the Health Care in Danger initiative
- donate medical supplies to up to five hospitals
- help improve the facilities of selected medical centres
- provide support (for fuel, maintenance, etc.) for referrals via motorcycle ambulances and other means
- contribute, depending on the needs, to local efforts to respond to the cholera outbreak
- carry out first-aid training for for people likely to be at the site of incidents and give them the necessary supplies and equipment
- offer mental–health and psychosocial support to selected health workers or leaders of violence-affected communities

**ACTORS OF INFLUENCE**

**Objective:** Regional organizations and members of civil society help foster awareness of humanitarian issues and IHL among the authorities concerned and in the general public, thus securing greater respect for human dignity. The national authorities, police and armed forces understand and respect the basic rules protecting people during situations of violence, and incorporate them in their decision-making. All actors understand the ICRC’s mandate and support the work of the Movement.

**Broadening understanding of and support for humanitarian principles, IHL and the Movement**

Several multilateral and international organizations – such as the CARICOM secretariat, the CARICOM Implementing Agency for Crime and Security, and the Organization of American States – are based in the countries covered by the regional delegation. They play a crucial role in securing member states’ commitment to addressing humanitarian issues of common concern.

The ICRC will continue its humanitarian diplomacy among these organizations, with a view to serving as a vital source of reference in matters related to detention, migration, restoration of family links, international policing standards, international human rights law, and IHL. It will also discuss with them other pressing humanitarian issues in the region, such as sexual violence, use of autonomous weapons, and protection of the environment. Through such efforts, and in close coordination with UN agencies, the ICRC will seek to influence debates on these issues and ensure that humanitarian considerations are incorporated in the draft policy documents and resolutions of these organizations. The ICRC will also lobby states in the region to ratify or accede to the Arms Trade Treaty, the Treaty on the Prohibition of Nuclear Weapons and other IHL-related instruments.

The ICRC will maintain its bilateral dialogue – on the subjects mentioned above – with the authorities in the countries covered. ICRC support for these authorities will focus on helping them draft or update domestic laws or mechanisms for responding to the humanitarian consequences of migration, ascertaining the fate of missing people and punishing those who commit war crimes. The police and/or armed forces will be given advice for integrating pertinent norms and international standards into their training and operations.

Whenever possible, the ICRC will carry out the activities mentioned above with the National Societies. It will work closely with these National Societies and other Movement components in the region to coordinate efforts to broaden awareness of humanitarian issues, and support for the Movement and its work, among influential parties and the general public. In Haiti, the ICRC will work with Movement partners to promote the protection due to medical workers under the pertinent international norms, and messages related to cholera prevention, through communication campaigns and other means.

**PLAN OF ACTION AND INDICATORS**

With other Movement components, whenever possible:

- conduct dialogue on IHL, and humanitarian issues of common concern, with representatives of the CARICOM secretariat and other multilateral and international organizations, government officials, police and armed forces personnel, and members of civil society; arrange or take part in local or regional events on these matters
- organize virtual or in-person workshops on:
  - IHL and other relevant legal frameworks, for national IHL committees
- IHL or the use of force during law enforcement operations, for members of the police and/or armed forces, and on the rights of migrants, for officials; give selected officials financial support to attend regional seminars on these subjects

produce digital or printed informational materials, and radio spots, on humanitarian issues in the region (see Civilians) and on the Movement’s response; give the Haitian and Panamanian National Societies training and other support to develop their capacities in public communication and community engagement

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** National Societies in the region carry out their core activities effectively. The activities of all components of the Movement are coordinated.

The National Societies in the countries covered respond to the humanitarian consequences of migration, armed violence, and natural disasters and other emergencies. In coordination with the International Federation, the ICRC will reinforce emergency preparedness and operational capacities at these National Societies, primarily in Haiti and Panama (see Civilians and Wounded and sick). It will help them become more capable of working in accordance with the Fundamental Principles and the Safer Access Framework, and will help also to strengthen their legal bases, governance and public communication.

In Haiti, the ICRC will work with the International Federation and other Movement partners to support the Haitian Red Cross’s response to the violence and to the cholera outbreak. It will also work with the Norwegian Red Cross to improve sanitation and access to water in violence-affected communities (see Civilians) and to reinforce the security management of the National Society and the broader Movement.

As several Movement partners have a presence in the region, particularly in Panama, the ICRC will seek to align views on various matters of common concern and to contribute to fostering a coherent Movement response to regional migration, violence, and other issues in the countries covered. Together with Movement partners, it will track National Societies’ implementation of pledges and resolutions made at past statutory meetings of the Movement.

**PLAN OF ACTION AND INDICATORS**

- provide the National Societies with technical and financial assistance for their activities – focusing, in Haiti, on the National Society’s response to violence and the cholera outbreak (see Wounded and sick) – and for their operational and organizational development and public-communication initiatives; together with the International Federation, organize capacity-building workshops for them; sponsor National Society officials to attend Movement events in countries other than their own

- with the Cuban Red Cross and other partners, conduct a course on health emergencies in large populations – updated to reflect responses to the COVID-19 pandemic – for medical professionals and National Society volunteers from Cuba and elsewhere in the region

- meet with Movement partners to coordinate activities
Established in 1995, the Washington regional delegation regularly engages in dialogue on IHL and issues of humanitarian concern, including those linked to migration, with government officials and bodies, academic institutions and other interested groups in Canada and the United States of America. The delegation heightens awareness of the ICRC’s mandate and priorities within the OAS. It mobilizes support for ICRC activities and encourages IHL implementation. It visits people held at the US detention facility at the Guantanamo Bay Naval Station in Cuba. It works closely with the American Red Cross and the Canadian Red Cross Society.

**BUDGET IN KCHF**

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**PERSONNEL**

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**SITUATION**

The United States of America (hereafter US) remains influential in international affairs. It continues to support military operations in Iraq, the Syrian Arab Republic, Ukraine and other countries. The US Navy retains its presence in Asia and the Pacific, and maintains military bases, military partnerships, diplomatic efforts and aid programmes throughout the world.

People are still being held at the US detention facility at the Guantanamo Bay Naval Station in Cuba.

Canada maintains its international profile. Canadian military personnel have a presence in Africa and the Middle East; they are there mainly to train and provide technical guidance for their partners’ military forces. They also have a presence in certain central and eastern European countries, from which they provide military support for Ukraine.

Many migrants try to enter the US through its southern border with Mexico (see Mexico City). Certain immigration policies make this difficult for them; many are apprehended. Migrants risk loss of contact with their families, detention, deportation, injury and death.

**ICRC ACTION**

**Helping to secure the well-being of detainees at the Guantanamo Bay detention facility and elsewhere**

The ICRC will continue to visit people held at the Guantanamo Bay detention facility. It will monitor their treatment and living conditions and communicate its findings confidentially to the pertinent US authorities. The ICRC will discuss with detaining authorities the importance of meeting internationally recognized standards for detention, including during partnered operations; the necessity of upholding procedural safeguards by facilitating the transfer, repatriation or resettlement of eligible detainees; and expanding options for family contact. The ICRC will also seek to gain access to detainees at other detention facilities in the US – including in countries where the US is militarily involved – and in Canada.

The ICRC will discuss health-care provision at the Guantanamo Bay detention facility with the authorities, to ensure that it is in line with medical ethics and relevant international guidelines. It will also seek to ensure that ageing detainees and detainees with physical disabilities or psychosocial and other specific needs have suitable living conditions or are referred for specialized care. Detainees will also be given reading materials and other items for mental stimulation.

Wherever possible, the ICRC will enable detainees and their families to stay in touch through RCMs, phone calls and parcel deliveries.

**Emphasizing protection for conflict-affected civilians**

The ICRC will maintain its dialogue with Canadian and US defence and other authorities on protecting civilians, and ensuring their access to essential goods and services, in countries where Canada and/or the US are either militarily involved or directly support others who are. It will continue to discuss with US authorities issues linked to the scaling down of US forces in key areas of operation, or their complete withdrawal, and the importance of minimizing the risks to civilians in doing so. It will discuss with US authorities the situation of people alleged to have been involved in fighting abroad, and the humanitarian needs of their families; where this involves detention, the ICRC will draw their attention to the necessity of respecting procedural safeguards and to other relevant issues.
The ICRC will work with Canadian and US military authorities to integrate IHL and other applicable norms into their doctrine, training, planning and operations. It will urge them to persuade the weapon bearers they support in other countries to do the same.

Together with the American Red Cross, the ICRC will help people in the US ascertain the fate and/or whereabouts of their relatives in Ukraine (see Ukraine).

Seeking to address migrants’ concerns
In coordination with its regional delegation in Mexico (see Mexico City), the ICRC will continue to monitor the situation at the US–Mexico border and along the Central American migration route. It will communicate its findings to the US authorities, particularly in connection with certain migration policies and respect for the principle of non-refoulement, and discuss with them the reception and processing of migrants, their access to protection and information, and, where applicable, their return to their places of origin. To help prevent deaths among migrants who are in transit, the ICRC will distribute information on self-care measures along the US–Mexico border. It will support the American Red Cross to strengthen its capacity to deliver family-links services for migrants and provide training in psychological first aid to people helping missing migrants’ families.

To help prevent disappearances, the ICRC will facilitate the exchange of pertinent information (e.g. DNA samples, fingerprints) among authorities, forensic practitioners and others searching for missing migrants. It will also provide them with material support for recovering and managing the remains of migrants buried near the US–Mexico border, and guide them in implementing best practices in this regard.

Shaping discussions and policies on IHL and global humanitarian action
In its discussions with the Canadian and US governments, and the OAS, the ICRC will relay its views on inter-American policies to policy advisers from the Canadian and US militaries, executive officials, diplomats and lawmakers, and will offer expert assistance for implementing IHL-related laws. It will draw the authorities’ attention to matters of humanitarian concern: IHL and counter-terrorism; urban warfare; support relationships in armed conflict; new technologies in warfare, cyber warfare and other emerging domains of conflict; and global challenges such as protracted conflict and armed violence, migration-related issues, climate risks, and ensuring sustainable humanitarian impact.

The ICRC will continue to interact with NGOs, multilateral institutions, think tanks, universities, the private sector and the media through workshops and other events, and public-communication initiatives, organized with the National Societies. The aim is to influence authorities’ decision-making and shape public discussion of IHL and humanitarian issues. The ICRC will continue to cultivate its partnership and sharing of expertise with the World Bank and the Inter-American Development Bank. It will aim to broaden acceptance for its position as a reference organization for all IHL-related matters.

Together with the American and Canadian National Societies, the ICRC will continue to explore possibilities for resource mobilization. It will maintain its partnership with the Canadian Red Cross in carrying out health activities, for instance, in the Central African Republic and South Sudan.

The delegation in Washington will continue to help develop strategies, and provide training and other support, for the ICRC’s physical rehabilitation activities worldwide, particularly those aimed at advancing the social inclusion of people with disabilities through sports, career development and self-employment initiatives.
**ASIA AND THE PACIFIC**

### BUDGET IN KCHF

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### PERSONNEL

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### ASSISTANCE TARGETS

**CIVILIANS**

- **Economic security**
  - Food consumption: People 311,025
  - Food production: People 304,910
  - Income support: People 89,180
  - Living conditions: People 196,525
  - Capacity-building: People 1,580

- **Water and habitat**
  - Water and habitat activities: People 4,324,462

- **Health**
  - Health centres supported: Structures 116

**PEOPLE DEPRIVED OF THEIR FREEDOM**

- **Economic security**
  - Food consumption: People 12,000
  - Living conditions: People 20,000

- **Water and habitat**
  - Water and habitat activities: People 50,233

**WOUNDED AND SICK**

- **Medical care**
  - Hospitals supported: Structures 96

- **Physical rehabilitation**
  - Projects supported: Projects 106

- **Water and habitat**
  - Water and habitat activities: Structures 57

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The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.
Having assisted victims of the Afghan armed conflict for six years in Pakistan, the ICRC opened a delegation in Kabul in 1987. It promotes the protection of violence-affected people and respect for their right to access essential goods and services. It supports health-care facilities, provides physical rehabilitation services, improves water and sanitation services, and helps the Afghan Red Crescent Society strengthen its capacities. It strives to help ensure that detainees’ treatment and living conditions meet internationally recognized standards. It promotes acceptance and support for principled humanitarian action, and respect for IHL and other international law.

Kabul. Through the Hospital Resilience Project, which is extended up until the end of 2023, the ICRC ensures uninterrupted provision of health services in more than 30 hospitals across the country.

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**ASSISTANCE TARGETS**

**CIVILIANS**

- **Economic Security**
  - Food consumption: 136,000 people
  - Income support: 18,780 people

- **Health**
  - Health centres supported: 47 structures

- **Water and Habitat**
  - Water and habitat activities: 3,766,477 people

**PEOPLE DEPRIVED OF THEIR FREEDOM**

- **Economic Security**
  - Food consumption: 12,000 people

- **Water and Habitat**
  - Water and habitat activities: 20,000 people

**WOUNDED AND SICK**

- **Medical Care**
  - Hospitals supported: 34 structures

- **Physical Rehabilitation**
  - Projects supported: 31 projects

- **Water and Habitat**
  - Water and habitat activities: 26 structures
**SITUATION**

- The scale of fighting in Afghanistan has diminished since the establishment of the government led by the Islamic Emirate of Afghanistan (IEA) in 2021. However, violence persists in some provinces: in Panjshir, for instance, IEA forces are reported to be battling the Islamic State group and the National Resistance Front, and making arrests.
- The socio-economic situation in Afghanistan remains dire. A UN Security Council resolution adopted in December 2021 exempted humanitarian assistance from the sanctions in place, but the flow of aid into public institutions remains limited. The assets of the central bank are still frozen; financial institutions and businesses are still struggling. Basic services are often disrupted. Health facilities are struggling to acquire medical supplies and cover staff salaries and operating costs. Food, fuel and other essential goods are scarce and expensive. Commodity prices have risen even higher, as the international armed conflict between the Russian Federation and Ukraine has driven up the prices of goods globally.
- Afghanistan continues to be afflicted by severe droughts and floods.

**HUMANITARIAN CONCERNS**

- Because of Afghanistan’s faltering economy and the consequences of decades of armed conflict and political instability, many people in the country are unable to sustain stable livelihoods or meet their immediate needs. Basic services such as water supply and electricity are frequently disrupted and add to people’s difficulties.
- Armed conflict and other situations of violence have caused injuries and deaths. People have been displaced, and some of them are still not able to return to their homes. Improvised explosive devices (IEDs) and explosive remnants of war (ERW) – in towns, residential areas and public land – continue to maim and kill people. Critical infrastructure has been damaged or destroyed. Attacks on medical staff and facilities continue.
- Poor access to health care continues to be a major concern. Because of the withdrawal of aid and the weakened economy, public health-care facilities are struggling to maintain their operations and deliver much-needed essential services. Many qualified health workers have fled the country. The COVID-19 pandemic adds to the tremendous pressure on the country’s health system.
- Scarcity of resources and the dire economic situation have made it even more difficult for prison authorities to ensure that the treatment and living conditions of detainees meet internationally recognized standards. Detainees at some prisons are at risk of malnutrition.
- Human remains are not always managed properly, because forensic institutions face difficulties with regard to resources, capacities and coordination.
- The situation is compounded by climate change and natural disasters; recurrent droughts, for instance, continue to drastically weaken the food production of agricultural households.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- broaden acceptance among the IEA authorities and weapon bearers, and influential members of society, for the neutral, impartial and independent humanitarian activities of the Afghan Red Crescent Society and the ICRC, and gather support for their work, with a view to maintaining safe access to violence-affected people;
- sustain its dialogue with the authorities on ensuring protection for people, including health workers, and on facilitating uninterrupted access to basic goods and essential services;
- reinforce its support for the health system and enable people to maintain their access to health care, by ensuring uninterrupted provision of good-quality services at primary-health-care centres, hospitals and physical rehabilitation centres, and by expanding the pool of trained health professionals;
- intensify efforts to address the needs of people made vulnerable by violence or the dire economic situation, in particular, by broadening their access to clean water, food, electricity and livelihood sources, restoring contact among members of separated families, and mitigating the threat of IEDs and ERW;
- strengthen dialogue with detaining authorities on access to detainees and on ensuring that detainees’ treatment and living conditions meet internationally recognized standards, and provide assistance to this end; and
- work with the National Society and other Movement components to ensure an effective humanitarian response.

The ICRC’s operational and logistical capacities in Afghanistan are reinforced by its presence in Tashkent, Uzbekistan (see Tashkent) and its regional logistics centre in Peshawar, Pakistan (see Pakistan).
ICRC ACTION

CIVILIANS

Objective: People affected by violence are respected and protected in accordance with applicable international norms and humanitarian principles. Their basic needs are met. Members of families separated by armed conflict or other situations of violence, detention, migration or natural disasters are able to maintain contact. Families learn the fate of missing relatives from the parties to conflict and, if their relatives are dead, take possession of the remains.

Promoting protection for people and advocating access to essential services

The ICRC will continue to advocate – among central and provincial IEA authorities and weapon bearers – protection for violence-affected people and respect for their right of access to essential services and humanitarian aid. It will seek to engage these actors in dialogue on the documented protection-related concerns of people, and will reiterate to the pertinent authorities the necessity of preventing or ending unlawful conduct and abiding by internationally recognized standards for the use of force in law enforcement operations. In all its interaction with these and other influential actors, the ICRC will continue to cultivate acceptance and support for its principled humanitarian action (see Actors of influence).

The ICRC will strive, security constraints notwithstanding, to expand its dialogue with violence-affected communities and people made vulnerable by the weakened economy. It will engage with them to learn how they view the prevailing situation and to understand their needs and concerns more fully. It will also continue to collect their views and their suggestions on its activities, which it will adapt accordingly. This approach will help the ICRC ensure that it responds to the humanitarian consequences of decades of conflict, the economic situation, and climate change in a safe and sustainable manner (see also Actors of influence).

Reconnecting members of separated families and strengthening the capacities of forensic institutions

Members of families separated by conflict or other violence, detention, migration or natural disasters will continue to have access to tracing and other family-links services provided by the Afghan Red Crescent Society and the ICRC. The ICRC will continue to follow up the situation, and address the needs, of unaccompanied minors and separated children, especially those who had fled or been taken out of Afghanistan. Movement components in Afghanistan and in other countries will coordinate their efforts to reconnect members of dispersed Afghan families, including those abroad. The ICRC will continue to gather information on people reported missing, with a view to helping the authorities ascertain their fate and inform their families.

To prevent disappearances, the ICRC will continue to help medico-legal and other authorities strengthen local capacities in managing human remains, and reinforce coordination among all parties involved. It will help forensic institutions to assess their facilities, with a view to making improvements and ensuring a safe environment for forensic staff. The ICRC will also make its expertise available to these institutions and enable staff to undergo training in various areas. It will continue to give taxi services and National Society volunteers the support necessary to develop their ability to manage and transport human remains.

Ensuring the accessibility of health-care and other essential services

With a view to ensuring provision of basic health care for people all over the country, the ICRC will provide assistance for public health facilities and continue to support the National Society’s countrywide network of primary–health–care centres. It will focus on improving services at health facilities, and help them make improvements in data collection, waste management and other priority areas. Some centres will also receive assistance to ensure that their facilities are adequately equipped and their infrastructure is in working order. Together with the National Society, the ICRC will enable patients at the facilities it supports, and other people in those areas struggling with mental–health issues, to obtain suitable care.

The ICRC will strive to ensure that clean water, electricity and other essential services continue to be available to violence-affected people and others severely affected by the worsening economic situation. It will help ensure the sustainability of water supply in rural areas by rehabilitating existing water systems and other elements of the water infrastructure (e.g. hand pumps). In urban areas, it will strengthen the capacity of central and provincial water authorities to maintain and operate their facilities, through donations (e.g. spare parts, fuel) and by refurbishing and constructing water infrastructure.

The ICRC will maintain its support for a local electric company, to ensure uninterrupted provision of services to the general public and to essential infrastructure such as hospitals and prisons. It will also rehabilitate or reconstruct clinics (see above), schools, and other public infrastructure.

The ICRC will continue to help victims of violence, people with protection-related concerns, and others who are vulnerable – including persons with physical disabilities (see Wounded and sick) – to meet their daily needs. It will provide economically vulnerable households with cash and other means to obtain food and other basic necessities. Pregnant and lactating women, and mothers of young children, receiving services at ICRC–supported health facilities will be given training and other support to prevent malnutrition in their families. Farmers will be given cash grants and other support for growing food for themselves and their families during the lean season. The ICRC will also help destitute households in violence-affected communities to earn an income.

The ICRC will guide the authorities in mine clearance and in promoting safe practices in weapon–contaminated areas. It will also help the National Society to develop its ability to respond to mine–/ERW–related incidents.
**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**
- Document protection-related concerns; seek to discuss these confidentially with the pertinent authorities and weapon bearers, and reiterate to them that they must respect humanitarian principles and the norms applicable to their duties.
- Discuss their needs with violence-affected people and work with them to identify and mitigate threats to their safety.
- Learn, through a community contact centre, what violence-affected people think about their situation and the ICRC’s activities for them; convey useful information through radio spots and other means.

**FORENSICS**
- Discuss with the authorities and agencies in charge of managing human remains how they can expand their forensic capacities; give them financial, technical, material (e.g. body bags, equipment to help rehabilitate selected facilities) and other support.
- Together with the National Society, train taxi-service providers, and National Society staff and volunteers, to collect human remains and transfer them to the families or other parties concerned; donate personal protective equipment (PPE) and body bags.

**PROTECTION OF FAMILY LINKS**
- Offer tracing, RCMs and other family-links services to members of dispersed families and issue documents to help them restore contact or reunite with their relatives.
- Where appropriate, help repatriate people or reunite them, particularly children, with their families.

**HEALTH**

| Health centres supported | 47 structures |

- With the National Society, support the provision of health care at up to 47 health facilities operated by them; specifically:
  - Provide drugs, PPE and other supplies; assistance for renovating infrastructure; training and expert guidance for staff; and other forms of support.
  - Broaden awareness of the Health Care in Danger initiative among staff.
- Give up to ten more facilities support on an ad hoc basis during emergencies.
- Together with the National Society, train community-based workers and staff at ICRC-supported health facilities in mental-health and psychosocial support for victims of violence.
- Provide the Norwegian Red Cross with administrative, logistical or other support for its primary-health-care activities with the National Society.

**WATER AND HABITAT**

| Water and habitat activities | 3,766,477 people |

- For the benefit of some 3.7 million people:
  - Support an electrical company serving almost 1.8 million people, by assisting in projects such as installing power lines and by donating spare parts and supplies for electrical stations.
  - In rural areas, build spring catchments and rehabilitate small-scale water systems serving more than 400,000 people; in urban areas, provide water authorities with material (e.g. consumables, spare parts) and infrastructural support for supplying water to more than 1.5 million people.
  - Together with the National Society, repair schools and other communal infrastructure for the benefit of around 33,000 people.

**ECONOMIC SECURITY**

| Food consumption | 136,000 people |
| Food production | 144,000 people |
| Income support | 18,780 people |
| Living conditions | 8,600 people |

- Enable 18,780 vulnerable people – including some persons with physical disabilities (see Wounded and sick) – to resume their livelihoods and/or increase their income by providing vocational training, cash grants or opportunities to participate in cash-for-work projects.
- Help improve the living conditions of 8,600 persons with physical disabilities by providing:
  - Home care and food, household essentials, specialized medical equipment, and/or home adaptation services.
  - Home tuition, school supplies, or financial assistance for school-age children and young people with disabilities.

With the National Society:
- Help up to 136,000 people (17,000 households) obtain food and/or other necessities; more specifically:
  - Give cash grants to victims of violence or mines/ERW and to others with protection-related concerns (128,000 individuals / 16,000 households).
  - Train pregnant or lactating women, and mothers of young children, in good nutrition and give their families (1,000 households) cash, for the benefit of up to 8,000 people.
- Provide farmers with cash grants to buy seed and tools and/or with training in such areas as pest control and water management, for the benefit of some 144,000 people (18,000 households).

**WEAPON CONTAMINATION**

- Guide the authorities in mine clearance, and in raising risk awareness and implementing safe practices in communities affected by weapon contamination.
SUPPORT FOR THE NATIONAL SOCIETY

provide the National Society with comprehensive support for developing its capacities, particularly in restoring family links, including during emergencies; implementing water and sanitation projects and health programmes; managing human remains; and promoting mine-risk awareness and mine clearance.

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. Judicial guarantees are respected. Detainees are able to communicate with their families.

Strengthening dialogue with authorities on detainees' treatment and living conditions

The ICRC will aim to continue contributing to protecting or improving the health of detainees and ensuring their access to health care. It will offer detaining authorities expert advice and support for ensuring that detainees can obtain medical attention, including specialist care at external facilities when necessary. It will help enhance basic health services in detention facilities by providing material assistance and other forms of support. It will expand its support in the event of emergencies such as disease outbreaks. It will continue to implement a pilot project at a detention facility in Herat. The project seeks to support detainees suffering from malnutrition; the ICRC will also evaluate the possibility of replicating the project in other prisons.

The ICRC will assess the situation in places of detention and provide support for making improvements to water, electrical and other infrastructure. It will do so to ensure that facilities are functioning and conducive to detainees’ well-being. It will also make material donations to help ensure a sanitary environment in prisons and to check or prevent the spread of disease.

The ICRC will continue to provide food rations for selected prisons, to help ensure nutrition and good health among detainees. It will give the authorities expert advice on developing standard menus for prisons and allocating resources efficiently, with a view to strengthening the authorities’ capacities in food-chain management. It will provide jackets and blankets for selected prisons, to help protect detainees against the cold weather. Some detainees will be enabled to participate in vocational training, to help them earn an income, and ease their social reintegration, after their release.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

seek access to places of detention; visit detainees and check on their treatment and living conditions; following these visits, communicate findings and recommendations confidentially to the authorities

organize seminars and training sessions on prison management for the authorities

PROTECTION OF FAMILY LINKS

remind the authorities that they must notify families of the arrest and whereabouts of relatives, and must take steps to ensure that families unable to visit their relatives can establish contact by other means

HEALTH

provide supplies and equipment for clinics at selected places of detention

facilitate medical treatment for detainees needing individualized care or refer seriously ill detainees for hospital care

work with the authorities to implement a programme that addresses malnutrition at one detention facility

stand ready to assist health facilities at places of detention during disease outbreaks and other emergencies

WATER AND HABITAT

Water and habitat activities

20,000 people

for the benefit of up to 20,000 detainees:

- provide support for repairing and/or constructing water and electric systems, and other essential infrastructure

- distribute hygiene kits, and other supplies for preventing the spread of disease

ECONOMIC SECURITY

Food consumption

12,000 people

Living conditions

20,000 people

provide some 12,000 detainees with nutritious food on a regular basis; conduct workshops for authorities and prison staff on managing the food supply and monitoring detainees’ nutrition
**WOUNDED AND SICK**

**Objective:** Sick or wounded people have access to timely and effective medical services. Persons with disabilities increase their mobility and are able to reintegrate into their communities.

The ICRC will help ensure that people – including those injured by mines, IEDs and ERW – receive suitable medical treatment, by advocating protection for medical services and, security constraints notwithstanding, by maintaining its support throughout the casualty care chain.

**Bolstering medical services**

The ICRC will continue to make life-saving care available, by training potential first responders – particularly, weapon bearers – in first aid and sharing its expertise. To this end, it will also conduct train-the-trainer sessions for selected first-aid instructors.

To ensure that people maintain their access to medical care despite the consequences of decades of conflict and the weakened economy (see Humanitarian concerns), the ICRC will continue implementing – in coordination with the local authorities – the Hospital Resilience Programme (HRP), which was initiated in November 2021. Through the HRP, the ICRC will continue to cover the operational costs of hospitals across the country until the end of 2023. It will also continue to help enhance capacities among local health professionals, with a view to strengthening the sustainability of the local health sector. It will enable educational institutions to continue conducting classes for aspiring health professionals – including women professionals – with a view to increasing the number of qualified health staff in the country.

The ICRC will continue to help the Mirwais Hospital and other hospitals expand their technical capacities, including in emergency care and/or surgery. It will explore possibilities at selected facilities to sharpen the skills of their surgical staff or to develop contingency plans for mass-casualty influxes. It will provide support to the Mirwais Hospital for improving management and services. This will entail focusing on developing management capacities among key hospital staff. The ICRC will stand ready to support health facilities across Afghanistan in the event of outbreaks of violence and other emergencies.

**Ensuring access to treatment for persons with disabilities**

The ICRC will continue to ensure that persons with disabilities can obtain good-quality rehabilitative services at the centres that it runs or those that it supports. It will strive to broaden access to these services – in line with measures against COVID–19 – for disabled people, including those referred from other health facilities or from remote areas during outreach. As in the past, assistive devices provided at these centres will be manufactured with parts from an ICRC components factory in Kabul. The ICRC will seek to employ more disabled people at its centres, with a view to advancing their inclusion in the sector.

The ICRC will help staff at these centres strengthen their managerial and technical capacities, and bolster services for people with disabilities, including those with spinal-cord injuries and children with cerebral palsy and congenital deformities. It will continue to help to ease living conditions and make education accessible, for children and others who are housebound; and it will ensure that destitute patients are protected from the cold in the winter. It will help make physical rehabilitation services throughout Afghanistan more sustainable, by expanding capacities in training institutes and service providers, and by gradually handing over the management of facilities to local staff.

Together with the authorities and local organizations, the ICRC will continue to advance the social inclusion of disabled people through sports, and to give them livelihood and educational support (see Civilians). Schoolchildren with disabilities will be assisted to enrol in classes and travel to school. The ICRC will help other disabled people to start small businesses or find employment.

Hospitals and physical rehabilitation centres will be helped to expand and improve their facilities and services. For instance, disabled patients in the ICRC’s physical rehabilitation centres will have access to sports venues in Faizabad and Mazar-e-Sharif.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- [ ] help health staff to report, to public–health authorities, attacks on patients and medical personnel or infrastructure; organize training in aspects of the Health Care in Danger initiative for staff
- [ ] organize first-aid training for potential first responders, and arrange train-the-trainer sessions for them
- [ ] implement the HRP at 33 hospitals and teaching hospitals – including the Mirwais Hospital – and to strengthen the capacities of local health professionals; in particular:
  - cover the salaries of health staff in these hospitals
  - provide funds to ensure uninterrupted availability of drugs and other medical consumables, food for patients, and fuel for generators, and to cover other running costs
  - give educational institutions financial assistance to continue conducting classes for aspiring health professionals; pay the salaries of selected teachers and other staff
- [ ] reinforce the provision of emergency medical and surgical care; to that end:
  - provide training, expert guidance and financial support for the Mirwais Hospital to strengthen capacities in its emergency department and improve various aspects of hospital management

- [ ] give blankets, jackets, and other winter essentials to around 20,000 detainees
- [ ] help some 500 detainees acquire employable skills via vocational training
• assign ICRC teams at two health facilities – including one facility also part of the HRP – in order to train and guide staff; provide medical supplies and equipment, and other material support for the emergency departments at these facilities; and help these facilities to draw up procedures for dealing with mass-casualty situations
• during emergencies, distribute medical supplies to hospitals treating wounded people

PHYSICAL REHABILITATION

- Projects supported - 31 projects

for the benefit of at least 169,530 persons1 with disabilities, provide physical rehabilitation services such as physiotherapy and fitting of assistive devices (made with parts produced at an ICRC components factory) at seven ICRC-run centres; support the provision of physical rehabilitation services at seven centres run by others
• cover the various expenses incurred by patients referred from remote areas to the centres mentioned above
• implement measures against COVID-19 at these ICRC-supported facilities

strengthen managerial and technical training – at an ICRC-run school for prosthetics and orthotics and eight universities and training institutes – for staff from centres run or supported by the ICRC, and others; support the work of two national associations in providing courses for those studying to become physical rehabilitation professionals

provide economic (e.g. food, winter and other household essentials) and other assistance (e.g. home care and house adaptations) to particularly vulnerable persons with disabilities (see Civilians)

support social inclusion for persons with disabilities; more specifically:
• provide home tuition, school supplies, or financial assistance for household schoolchildren and young people with disabilities; and vocational training, microcredit or career counselling for adults, including women
• working with five branches of a disability sports federation, provide sports training and organize events for wheelchair-basketball players

WATER AND HABITAT

- Water and habitat activities - 26 structures

at 26 health facilities – including district, regional and provincial hospitals, ICRC-run physical rehabilitation centres, and sports facilities for disabled people – carry out maintenance and upgrades, and/or train and guide maintenance staff at these facilities

ACTORS OF INFLUENCE

Objective: The authorities, weapon bearers and others are aware of and respect IHL and other basic rules protecting people during armed violence, and incorporate them in their decision-making. Community and religious leaders, the media, and universities help foster awareness of humanitarian issues and IHL among decision makers and in the general public, thus ensuring greater respect for human dignity. All actors understand the ICRC’s mandate and support its work.

Broadening acceptance for the ICRC and expanding its network of influential contacts

The ICRC will continue to build its network of contacts among new actors of influence – military and police officials, religious scholars, academics, community leaders, journalists and others – with whom to establish or strengthen dialogue, particularly given the major changes created by the political transition. The ICRC will seek to engage with all these actors, in order to raise support for and refresh their understanding of neutral, impartial and independent humanitarian action, humanitarian principles, IHL and other international law; promote awareness of key humanitarian issues, such as protection for people and threats to medical personnel; and ultimately, maintain safe and unrestricted access to violence-affected people. The ICRC will also seek to further these actors’ understanding of its work and gain their support, which may be of help in conducting its activities: for instance, religious scholars may be able to identify points of correspondence between IHL and Islamic law, which may enable the ICRC to be better placed when engaging with other pertinent actors.

The ICRC will strengthen its engagement with communities and learn – by means of a community contact centre – what they think of its activities (see Civilians). It will also disseminate valuable and potentially life-saving information to communities, through radio, social media and other means. It will work with the Afghan Red Crescent Society to produce informational materials drawing attention to the Movement’s activities and priorities.

Fostering interest and respect for IHL and other international law

In all its contact with them, the ICRC will aim to help the IEA authorities and weapon bearers strengthen their grasp of IHL and international standards for law enforcement, with a view to securing their adherence to these norms and standards. It will help military and security personnel integrate these norms and standards into their doctrine, training and operations. It will conduct training, dissemination sessions and workshops to build and/or add to their knowledge and advance their understanding of these concepts.

The ICRC will strive to make IHL more widely understood, and foster interest in it, by engaging with other pertinent actors in society. It will offer judicial officials assistance to bring domestic legislation in line with IHL and/or other international norms; when possible, it will sponsor their participation in capacity-building events. It will also seek to develop local interest and expertise in IHL through interaction with scholars,

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
academics and students; for instance, it will expand its contact with universities and stimulate discussions on IHL through essay competitions and other events.

**PLAN OF ACTION AND INDICATORS**
- organize meetings, workshops, round tables and other events – with government officials, weapon bearers, and religious leaders and scholars and other key members of civil society – on IHL and other international law, and on the ICRC’s mandate and its humanitarian activities; sponsor some of these people to attend regional IHL events
- offer assistance to military and security forces for integrating IHL and other applicable norms, or international standards for law enforcement, into their training and operations
- make ICRC expertise available to lawmakers and others for enacting IHL-related laws, and to academics for incorporating IHL in their institutions’ curricula
- together with the National Society, produce public-communication materials; give the National Society technical support for expanding its capacities in this area and in promoting IHL

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Afghan Red Crescent Society has a strong legal basis for independent action. It is able to carry out its core activities safely and effectively. The activities of all Movement components are coordinated.

The National Society has a countrywide presence in Afghanistan and is the ICRC’s main partner in delivering humanitarian services.

The ICRC will strive to improve its working relationship with the National Society, and together with other Movement components, strive also to provide it with the support necessary to deliver effective and good-quality services in accordance with the Fundamental Principles. The National Society will also be given help to expand both the scope and the reach of its activities; develop tools and policies to improve its legal base, internal management and operational capacities; and implement measures based on the Safer Access Framework to mitigate risks to its personnel while performing their duties. Movement components in the country will work closely together to strengthen the impact of their activities and extend their operational reach.

**PLAN OF ACTION AND INDICATORS**
- provide financial, material and technical support, and training, for the National Society
- coordinate and strengthen Movement activities, particularly in connection with the Health Care in Danger initiative, restoration of family links, implementation of the Safer Access Framework, and pandemic response
BANGKOK (REGIONAL)
COVERING: Cambodia, Lao People's Democratic Republic, Thailand, Viet Nam

The ICRC established a presence in Thailand in 1975 to support its operations in Cambodia, the Lao People's Democratic Republic and Viet Nam. At present, it promotes the ratification and implementation of IHL and its integration into military training. It raises awareness of humanitarian issues and supports National Societies in developing their capacities in IHL promotion, family-links services and emergency response. It seeks to protect and assist violence-affected people in Thailand and visits detainees in Cambodia. It helps meet the need for assistive devices for people with physical disabilities.

### BUDGET IN KCHF

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<th>Category</th>
<th>Amount</th>
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<td>Protection</td>
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<td>Assistance</td>
<td>5,501</td>
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<td>Prevention</td>
<td>3,152</td>
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<td>Cooperation with National Societies</td>
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<td>General</td>
<td>1,834</td>
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<td><strong>TOTAL</strong></td>
<td><strong>14,648</strong></td>
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<td>Of which: Overheads</td>
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### PERSONNEL

<table>
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<tr>
<th>Category</th>
<th>Amount</th>
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<tr>
<td>Mobile staff</td>
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<tr>
<td>Resident staff</td>
<td>201</td>
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</table>

### SITUATION

Many international humanitarian and development organizations have offices in Bangkok, Thailand, from where they oversee their operations in the Asia-Pacific region. Fighting between the Myanmar military and armed groups continues along the Myanmar–Thailand border, driving many people from Myanmar into Thailand, including casualties of the violence, who often cannot obtain proper treatment in Myanmar.

Despite the authorities’ demining efforts, mines or explosive remnants of war (ERW) continue to maim and kill people in Cambodia, the Lao People's Democratic Republic (hereafter Lao PDR), and Viet Nam. Many survivors of mine accidents require physical rehabilitation but have limited access to it.

In southern Thailand, sporadic violence continues to cause injuries and death and disrupt livelihoods.

Throughout the region, members of families dispersed by past armed conflicts or other situations of violence, detention, migration or natural/man-made disasters have difficulty contacting one another or ascertaining the fate of missing relatives. Forensic services – for managing and identifying human remains – are available but are often uncoordinated or without the necessary resources.

Overcrowding and a lack of clean water and health care remain systemic issues in Cambodian detention facilities.

### ICRC ACTION

**Fostering support for IHL and for neutral, impartial and independent humanitarian action**

The ICRC will continue to engage with government ministries, academic institutions, international and regional organizations, think tanks, religious circles, the media and other influential actors to advance their understanding of and support for IHL and other applicable norms; keep them abreast of humanitarian issues; and encourage closer cooperation with the ICRC and National Societies, with a view to securing greater acceptance for the Movement’s work.

Through dialogue and training, the ICRC will strive to advance understanding of IHL, international human rights law and international standards for law enforcement among weapon bearers, including the military and the police, Cambodian and Thai personnel participating in UN peacekeeping missions, and, whenever possible, members of armed groups. It will urge them to integrate applicable norms and standards more fully into their training, decision-making and operations, and support them in doing so. Governments in the region will be given expert advice for implementing IHL and IHL-related treaties, such as the Anti-Personnel Mine Ban Convention and the Arms Trade Treaty.

### ASSISTANCE TARGETS

#### CIVILANS

<table>
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<th>Category</th>
<th>Target</th>
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<tbody>
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<td>Economic Security Food</td>
<td>100 people</td>
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<td>Consumption</td>
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<tr>
<td>Income support</td>
<td>1,650 people</td>
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<td>Capacity-building</td>
<td>170 people</td>
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#### PEOPLE DEPRIVED OF THEIR FREEDOM

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>Water and Habitat</td>
<td>2,465 people</td>
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#### WOUNDED AND SICK

<table>
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<tr>
<th>Category</th>
<th>Target</th>
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<tr>
<td>Hospitals supported</td>
<td>15 structures</td>
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<tr>
<td>Physical Rehabilitation</td>
<td>22 projects</td>
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</table>
The ICRC will work with the National Societies in the region to broaden public awareness of the Movement’s activities. Together with the International Federation and other Movement components, it will help the National Societies develop their ability to respond safely, and in accordance with the Fundamental Principles, to the needs of communities affected by violence, migration, and natural/man-made disasters or other emergencies.

The ICRC’s regional delegation in Bangkok will remain a hub for ICRC operations in the Asia–Pacific region and beyond, providing support in logistics, management of protection–related data, learning and development for ICRC staff, and other areas.

**Assisting violence-affected people and promoting protection for them**

The ICRC will monitor the situation in the countries covered by the regional delegation, especially violence–affected parts of southern Thailand. It will expand contact with authorities and weapon bearers – to discuss humanitarian issues and seek greater access to violence–affected people – and with communities, to better understand their concerns and to inform them of the ICRC’s activities.

In southern Thailand, the ICRC will strengthen people’s ability to earn an income: 150 breadwinners (supporting some 450 people) will be given supplies for farming, fishing, raising livestock and processing food, and trained to implement community–based livelihood activities. It will seek to ensure their access to water and sanitation facilities, and help them cope with the effects of the climate crisis, for instance, by offering to support service providers and/or organizing projects with the Thai Red Cross Society. Along the Myanmar–Thailand border, the ICRC will give 100 people – particularly patients at ICRC–supported hospitals (see below) and their families – supplies for growing food for their own consumption, and food rations when necessary.

To strengthen humanitarian activities for communities along the border, the ICRC will train 20 staff members of local NGOs in managing assistance projects. During emergencies, the ICRC, together with the National Society whenever possible, will provide 400 households (1,200 people) in southern Thailand and along the Myanmar–Thailand border with food and essential household items, to help relieve the strain on their income.

The ICRC will help the National Societies in Cambodia and Viet Nam to strengthen their capacities in mine-risk education for people living in or passing through areas littered with mines/ERW. In Viet Nam, it will give the pertinent authorities technical support for mitigating the effects of weapon contamination: for example, it will train Vietnamese forces and others in clearing mine–contaminated areas and treating blast injuries. The ICRC will also help the Viet Nam Red Cross to increase people’s awareness of hazards linked to weapon contamination, such as by integrating this topic into broader discussions – in communities and elsewhere – on climate– and disaster–related risks.

**Broadening access to medical care and physical rehabilitation**

The ICRC will help strengthen first–aid capacities among Thai health personnel and community–based health organizations in areas along the Myanmar–Thailand border. Injured or wounded people from Myanmar will be treated free of charge at 15 hospitals financially supported by the ICRC. The ICRC will explore possibilities for projects to help improve water, sanitation and waste–management systems at some of these hospitals and in temporary homes for patients. Amputees discharged from ICRC–supported hospitals will be referred for rehabilitative care. Through training, the ICRC will help expand the capacities of physical rehabilitation professionals in Thailand.

The ICRC will give five physical rehabilitation centres – three in Viet Nam and two in Cambodia – comprehensive support for providing good–quality services to around 10,500 people with disabilities, including people in Cambodia visited during ICRC–supported outreach activities. In Cambodia, Lao PDR and Viet Nam, it will help current and future physical rehabilitation professionals develop their capabilities. The health ministries of Cambodia and Viet Nam, and 15 other institutions, will be given support to advance the social inclusion of some 300 disabled people – through sports, vocational training, livelihood assistance and other means – and to develop their respective physical rehabilitation sectors.

**Protecting family links and preventing disappearances**

Family members dispersed by violence and other circumstances will be able to reconnect or learn of their relatives’ whereabouts through the Movement’s family–links services. The ICRC will also inform vulnerable people, such as migrants, of measures to prevent family separation. With the International Federation, it will provide the National Societies in the region with financial and/or technical support for developing their family–links services and publicizing these among migrants.

Key representatives from the region will be sponsored to attend workshops and other events on best practices in responding to the issue of missing people and their families’ needs, and in managing human remains. In Thailand and Viet Nam, the ICRC will help authorities and forensic institutions to improve their medicolegal system and strengthen their ability to manage human remains, with a view to preventing disappearances. Thai authorities will be given technical support for drafting a law on addressing the issue of missing people.

**Helping the authorities to ensure detainees’ well-being**

The ICRC will visit selected prisons in Cambodia and continue to help the authorities to work towards addressing detention–related issues unassisted. It will provide expert advice for working groups dealing with health care, overcrowding and other systemic issues; it will also train penitentiary staff and facilitate their participation in capacity–building events. The ICRC will give authorities financial and other assistance to renovate water–supply and other facilities, serving about 2,665 detainees. Material support – to deal with disease outbreaks, for example – will be provided as necessary.

In Thailand, the ICRC will help the justice ministry and other relevant bodies to organize a regional conference on technical standards for prison design. Through courses and other events, the ICRC will help penitentiary authorities develop their capacities in addressing such issues as health care in detention and prison infrastructure and management.

In Cambodia, the ICRC will support the National Society in providing family–links services to detainees. In Thailand, it will strive to discuss with detaining authorities the importance of enabling detainees to maintain family links and facilitating family visits for them.

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
BANGLADESH

Workers at a physical rehabilitation centre in Savar participate in a training session on making prosthetic and orthotic devices for people with physical disabilities.

Present in Bangladesh since 2006, the ICRC opened a delegation there in 2011. It works to protect and assist civilians affected by violence, including people who had fled across the border from Myanmar, and visits detainees to monitor their treatment and living conditions. It helps improve local capacities to provide physical rehabilitation services for people with physical disabilities. It promotes IHL and its implementation among the authorities, armed and security forces and academic circles, and supports the Bangladesh Red Crescent Society in building its capacities.

ASSISTANCE TARGETS

**CIVILIANS**

**ECONOMIC SECURITY**

- Food consumption: 4,000 people
- Food production: 3,650 people
- Income support: 4,375 people
- Living conditions: 4,000 people

**WATER AND HABITAT**

- Water and habitat activities: 37,362 people

**HEALTH**

- Health centres supported: 1 structure

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**WATER AND HABITAT**

- Water and habitat activities: 4,818 people

**WOUNDED AND SICK**

**PHYSICAL REHABILITATION**

- Projects supported: 6 projects

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tr>
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<tr>
<td>Assistance</td>
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<td>Prevention</td>
<td>1,544</td>
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<td>Cooperation with National Societies</td>
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<td><strong>TOTAL</strong></td>
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**PERSONNEL**

<table>
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<th>Number</th>
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<tbody>
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</tr>
<tr>
<td>Resident staff</td>
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SITUATION

- Around 730,000 violence-affected people who fled Rakhine, in Myanmar, after August 2017 (see Myanmar) remain in Bangladesh — as do the hundreds of thousands who arrived before them. The authorities of Bangladesh and Myanmar have not yet facilitated any returns. Displaced people stay at camps — some near residential areas — in the Cox’s Bazar district. Others have settled along the Bangladesh–Myanmar border. At the time of writing, Bangladeshi authorities have reportedly relocated over 28,000 people to the island of Bhasan Char, with a view to eventually relocating some 100,000 people.

- Security forces carry out operations throughout Bangladesh against allegedly violent groups, particularly in Cox’s Bazar and in the Chittagong Hill Tracts, where security incidents continue to be reported. Socio-political protests — sometimes violent — take place periodically. People have reportedly been arrested in connection with these protests and security operations. National elections are planned for 2023.

- Floods, droughts and other natural disasters, made worse by the climate crisis, occur frequently in Bangladesh.

HUMANITARIAN CONCERNS

- Camps and host communities in Cox's Bazar are overpopulated, and basic goods are in short supply. Water, health, and other services, and sanitation facilities — already inadequate — have been put under further strain. The threat of disease is ever-present. Movement restrictions make it difficult for camp residents to seek health care elsewhere. Overcrowding and its consequences also cause tensions between displaced people — most of them destitute — and their host communities, who themselves lack financial stability. The dire living conditions in camps make women and children particularly vulnerable to sexual violence and other abuse. Rising crime rates within the camps further complicate the situation.

- People staying in a border area, after fleeing Myanmar, struggle to meet their basic needs. Spillover effects from occasional bouts of fighting in Rakhine threaten the safety of these people.

- Sporadic violence in the Chittagong Hill Tracts causes casualties and damages property and livelihoods; injured people do not always receive timely treatment. Residents have limited access to essential services.

- Floods caused by heavy rains displace or kill people and destroy property. Dry seasons, on the other hand, can lead to water shortages in parts of the Chittagong Hill Tracts.

- People with physical disabilities, particularly those living in remote areas, have limited access to specialized care.

- Detainees are held in overcrowded prisons and often lack access to basic services such as health care: they are at particular risk of infectious diseases such as COVID–19. Prison authorities are constrained by limited resources.

- Members of families dispersed by migration, violence, detention, natural disasters or other circumstances — including people who fled Myanmar — are often unable to maintain contact. Some of them have no news of missing relatives, including migrants who left by boat and are suspected to have died in maritime accidents.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- strengthen engagement with the authorities and security forces, especially on the protection of vulnerable people, such as people displaced from Myanmar and their host communities, and on ensuring their access to humanitarian aid and essential services; expand engagement with communities and adapt activities to their needs;

- help communities in Cox’s Bazar and the Chittagong Hill Tracts regain a measure of self-sufficiency through livelihood assistance, support for selected health facilities — including physical rehabilitation centres — that serve these communities, and relief aid for particularly vulnerable people;

- visit places of detention and expand dialogue with the authorities to help them improve detainees’ treatment, living conditions and access to health care;

- together with the Bangladesh Red Crescent Society, reconnect or reunite dispersed family members, and help families ascertain the fate of missing relatives;

- help the National Society improve its ability to address humanitarian needs and coordinate effectively with other Movement partners; build on partnerships and relationships with local organizations and members of civil society, to produce a more sustainable humanitarian impact; and

- help authorities, weapon bearers and key members of civil society to strengthen their grasp of IHL and other applicable norms, and to understand the ICRC’s mission and activities more fully.
ICRC ACTION

CIVILIANS

Objective: All civilians, regardless of ethnic origin, are respected. Vulnerable people can cover their basic needs. Members of families dispersed by violence, migration, detention, natural disasters or other circumstances are able to keep in touch. Families learn the fate of missing relatives.

Addressing the humanitarian issues affecting vulnerable people

The ICRC will document protection concerns reported by vulnerable people – particularly people displaced from Rakhine, the communities in Cox’s Bazar hosting them, residents of the Chittagong Hill Tracts and migrants – and communicate its findings confidentially to the authorities, weapon bearers and other relevant actors. It will draw their attention to the necessity of respecting the principle of non-refoulement, facilitating vulnerable people’s access to essential services and protecting them from sexual violence and other abuse. The ICRC will also advocate protection for those seeking or providing health care: for example, it will urge the authorities to integrate key principles of the Health Care in Danger initiative into the training of law enforcement agencies and armed forces. In coordination with its delegation in Myanmar, the ICRC will discuss with the Bangladeshi authorities the humanitarian issues bearing on displaced people from Myanmar and advocate measures to ensure that any movement of people across borders is done in conditions of safety and dignity. People living in a border area – particularly those with safety concerns – will be given assistance to cope with their situation.

With a view to maintaining or improving its access to vulnerable people, the ICRC, together with the Bangladesh Red Crescent Society, will seek to advance understanding of its mission and activities, and those of the broader Movement. It will continue to interact with vulnerable communities to understand their needs and to learn what they think of its activities and adapt these activities accordingly (see Actors of influence).

The ICRC will work with the National Society to help members of families dispersed by violence, migration, detention, natural disasters or other circumstances – particularly unaccompanied minors – maintain or restore contact with their relatives. It will help the National Society build its capacities in this regard and assist it to incorporate data-protection standards in its work. It will seek to draw the authorities’ attention to the needs of people separated from their families and continue to publicize the Movement’s family-links services.

Missing people’s families will be helped to ascertain the fate of their relatives and given mental–health and psychosocial support. The ICRC will seek to digitalize its search for missing people, and pursue other efforts to enhance its tracing services, with a view to bringing answers to more families. It will also broaden awareness of the plight of these families and support the development of normative frameworks to prevent disappearances – at all times, including during emergencies – and to clarify the fate or whereabouts of missing people. The ICRC will help the authorities to improve their ability to manage human remains – including those of people who died at sea – in line with internationally recognized best practices and data-protection standards.

Enabling people to become self-sufficient and access essential services

Together with the National Society, the ICRC will strive to strengthen self-sufficiency among vulnerable people living in Cox’s Bazar, in the Chittagong Hill Tracts, and in an area bordering Myanmar. To that end, it will give them the means to grow food and opportunities to earn an income. It will focus on addressing the needs of displaced people, their host communities, residents, and people with specific needs. It will continue to provide emergency assistance for displaced people with safety concerns, and for displaced people staying in a border area with Myanmar.

The ICRC will continue to help the authorities maintain, renovate, and build communal infrastructure, so that people in Cox’s Bazar and the Chittagong Hill Tracts can benefit from clean water and a sanitary environment, and are protected from disease and the effects of extreme climatic events. Communities will be made aware of the importance of proper sanitation and instructed in operating and maintaining essential facilities. Together with the National Society, the ICRC will also help displaced communities to prepare and implement contingency plans for natural disasters.

Enhancing health care for displaced people and residents

The ICRC will make primary health care – including family-planning services, antenatal/postnatal care, and referrals for further care – more readily available to displaced people and their host communities. It will maintain its mobile health unit in a border area where displaced people are staying and help health staff to become more capable of providing basic health care and mental–health and psychosocial support for victims of violence, including sexual violence. Community-based volunteers will be trained to promote good health practices. The ICRC will also ensure that it can respond rapidly to any outbreaks of infectious diseases.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

monitor and document the safety concerns of violence-affected people, including those from Myanmar; when possible, engage with military and security forces and other weapon bearers, local authorities and others concerned, and make confidential representations to them on protection for these people

refer victims/survivors of sexual violence for medical assistance and mental–health and psychosocial support

give the authorities expert guidance in ensuring respect and protection for those seeking or providing medical services, and raise awareness of this issue among the actors concerned

offer cash assistance to people living in a border area affected by fighting in Rakhine
during outreach activities, or through hotlines and other means, discuss with displaced people from Rakhine, their host communities, and residents of the Chittagong Hill Tracts their needs and concerns; inform them of the Movement’s activities for them and gather and address their feedback.

PROTECTION OF FAMILY LINKS
With the National Society:
- make RCMs, tracing services and mental-health and psychosocial support available to people separated from their families and of missing people’s families; reunite dispersed relatives, as appropriate, and make follow-up visits
- in Bhasan Char, assess the family-links needs of people separated from their families and of missing people’s families, and respond appropriately, if needed
- engage the authorities and other stakeholders in dialogue on ascertaining the fate of missing people and/or communicating the needs of people separated from their families and of missing people’s families, and respond appropriately, if needed
- conduct information sessions on family-links services for the relevant authorities, and teachers, students, and other community members; emphasize to authorities, and others involved in restoring family links, that they must abide by data-protection standards

FORENSICS
- give the pertinent authorities expert advice to revise domestic guidelines for managing human remains in line with the applicable legal framework; organize events to launch and disseminate these guidelines

ECONOMIC SECURITY
- together with the National Society, provide income-supplementing cash grants and other aid to up to 875 households (4,375 people), particularly people living in host communities in Cox’s Bazar, residents of the Chittagong Hill Tracts, and people with disabilities (see Wounded and sick)
- distribute food and household essentials (jerrycans, towels, mosquito nets, hygiene items, etc.) to up to 4,000 displaced people in an area bordering Myanmar
- provide up to 730 vulnerable households (3,650 people) in host communities in Cox’s Bazar, and displaced people in an area bordering Myanmar, with agricultural tools or other supplies to produce food

WATER AND HABITAT
- together with the National Society whenever possible, help improve sanitation and/or access to water for around 37,400 people, including those displaced from Rakhine, members of their host communities and violence-affected residents; more specifically:
  - with the local authorities, continue to operate a sewage collection and treatment service, for some 30,000 people
  - build latrines, and repair or construct water infrastructure, for 7,350 people; train some of them to operate and maintain water facilities and to carry out activities in response to emergencies such as cyclones or floods; conduct hygiene-promotion campaigns in some communities

HEALTH
- maintain the ICRC’s mobile health unit at a border area where displaced people are staying; ensure that it is equipped with the items necessary – medicine and other essential supplies and equipment – to deliver suitable health care
- train staff at the ICRC’s mobile health unit in treating common ailments and injuries, and providing mental-health and psychosocial services; train community-based health workers in promoting good health practices, referring patients to hospitals and providing basic psychological support; refer people with serious mental-health conditions for psychiatric care
- conduct information sessions, for community members and health staff, on the protection due to those seeking or providing health care

SUPPORT FOR THE NATIONAL SOCIETY
- train personnel in implementing economic-security, water and sanitation projects and in closely involving communities in these activities; enable staff and volunteers to become more capable of operating and managing water-supply systems and ensuring the provision of safe water during emergencies
- train staff and volunteers in conducting family-links activities, including in response to emergencies; give them material and financial support for doing so, and guide them in incorporating data-protection standards in their work; during training sessions, instruct them in referring victims/survivors of sexual violence for suitable assistance
PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards, including respect for judicial guarantees. They are able to stay in touch with their families.

Helping authorities to improve the treatment and living conditions of detainees

The ICRC will visit, in line with its standard procedures, detainees at places of detention run by the home affairs ministry. It will pay close attention to detainees with specific needs, such as minors, whose living areas may not be separated from those of adults; foreigners, who may have been detained without the knowledge of their loved ones; and victims/survivors of sexual violence, who may need access to specialized health care. The ICRC will communicate its findings confidentially to the authorities, to help them address systemic issues, with a view to improving detainees’ treatment and living conditions. It will continue to discuss with the relevant authorities its working procedures, its humanitarian activities for detainees, and the possibility of securing access to and visiting all detainees within its purview.

The ICRC will work with the prison directorate, the home affairs ministry, and others to address issues of humanitarian concern in places of detention. It will encourage the authorities concerned to work even more closely together to tackle issues affecting the entire penitentiary system. Prison officials will be assisted to strengthen their understanding of internationally recognized standards for detention and best practices in prison management.

Enabling family contact and making health care more accessible

The ICRC will enable detainees to restore and maintain contact with their relatives through its family-links services, which will be offered together with the Bangladesh Red Crescent Society. It will enable foreign detainees to contact their embassies and help some of them to return home after their release.

The ICRC will work with the prison directorate, the health ministry and prison administrators and staff to make suitable health care available to detainees. It will also help them to strengthen measures to check the spread of communicable diseases, and to manage medical emergencies. It will maintain, at selected detention facilities, projects that aim to ensure that newly admitted detainees – and any children accompanying them – are medically screened. At some facilities, it will also renovate facilities to accommodate such screenings or to otherwise improve detainees’ access to basic services; the ICRC will closely involve the authorities concerned in designing and following up these projects.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

in line with standard ICRC procedures, visit detainees and monitor their treatment and living conditions; draw prison authorities’ attention to systemic issues – and the needs of vulnerable detainees, including victims/survivors of sexual violence – and recommend remedial or corrective measures

give detaining authorities technical guidance to implement prison reforms; arrange workshops for them on prison management and internationally recognized standards for the treatment of detainees

together with the National Society, provide family-links services for detainees and help foreign detainees contact their embassies

donate bedding for detained minors

offer financial and material support to foreign ex-detainees who are without the means to return home

HEALTH

give authorities expert advice, training, material assistance and other support to provide health care for all detainees – including those with specific needs – at five places of detention; more specifically:

• monitor detainees’ access to health care, particularly treatment for communicable diseases such as TB; recommend improvements in this area to the authorities

• organize training for prison staff in infection prevention and control, proper management of medical waste, medical ethics, and record-keeping

• provide medicine and other supplies to prison health staff; renovate consultation rooms

• conduct information sessions for detainees on preventing the spread of communicable diseases and maintaining personal hygiene; supplement these sessions with health–promotion materials such as leaflets and posters; urge prison staff to set up hygiene committees

• provide ad hoc medical assistance to the most vulnerable detainees identified by the ICRC during its visits

organize meetings with prison and health authorities, and other stakeholders, on tackling health–related issues in prisons; sponsor some of them to attend courses or conferences, in other countries, on health care in detention

offer prison authorities expert advice to strengthen their preparedness for disease outbreaks or other public–health emergencies; provide ICRC-supported prisons with medicine and other supplies, and equipment in the event of such emergencies

WATER AND HABITAT

Water and habitat activities

4,818 people

together with prison authorities, renovate the water system at the jail in Cox’s Bazar, for the benefit of some 4,800 detainees

organize a workshop for prison authorities and staff on designing and maintaining prison infrastructure; sponsor officials to attend a regional conference on prison planning and design
WOUNDED AND SICK

Objective: People wounded or injured during violence or disasters receive timely and adequate first aid and/or medical care. Persons with disabilities have access to suitable and affordable rehabilitation services.

Supporting the casualty care chain
The ICRC will continue to help strengthen the continuum of care for people affected by violence or other emergencies. It will remind the concerned actors (see Civilians and Actors of influence) that they must ensure the safety of health-care personnel and facilities, and that of people seeking medical services. It will help the Bangladesh Red Crescent Society foster acceptance for its role as a neutral, impartial and independent humanitarian actor; local authorities and the police will be urged to permit or enable safe access to violence-prone areas for the National Society’s emergency response teams. Together with the National Society, the ICRC will develop the capacities of these teams and other potential first responders – police officers, border guards, students, displaced people, residents of host communities and others – in administering first aid or pre-hospital emergency care and in making referrals to health facilities. The National Society itself will receive support for further improving its capacities in first aid.

Providing holistic assistance for people with disabilities
The ICRC will maintain its comprehensive support for the Chattogram and Savar branches of the Centre for the Rehabilitation of the Paralysed (CRP) – a local NGO – to help them provide good-quality rehabilitative services and assistive devices for people with disabilities, including those who are destitute.

Together with local partners, the ICRC will seek to ensure the sustainability of local physical rehabilitation services. For instance, to ensure uninterrupted service provision at CRP centres, it will help the CRP establish a supply chain for raw materials and equipment. It will continue to support the prosthetics and orthotics school at the Bangladesh Health Professions Institute (BHPI), with a view to increasing the number of certified physical rehabilitation professionals and teachers in Bangladesh. It will work with local organizations to advance the social inclusion of people with disabilities through sports; it will also enable disabled people to access vocational training and support for income-generating activities. The CRP and the ICRC will also assess the accessibility and inclusivity of their physical rehabilitation programmes and the employment opportunities within them.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE
A together with the National Society whenever possible, organize basic training and train-the-trainer sessions for local actors in first aid and/or pre-hospital emergency care; through these sessions, raise awareness of sexual violence and referral systems for victims/survivors; provide local actors with financial support and first-aid equipment
A conduct information sessions for first responders, health workers and others on the protection due to those seeking or providing health care

PHYSICAL REHABILITATION
A enable two CRP centres to serve up to 3,400 persons with disabilities1 by:
• providing technical advice and material aid (e.g. wheelchairs, crutches); organizing or sponsoring training for staff in physiotherapy and other specialized areas
• covering transport, food and accommodation costs for destitute patients
• monitoring the quality of services (for example, by surveying patients’ opinions) and working with the centres to address issues that have been identified
A through information sessions, raise awareness of the services available at ICRC-supported centres; together with the National Society and the CRP, set up mobile clinics in the Chittagong Hill Tracts and Cox’s Bazar to arrange referrals for people with disabilities
A work with the CRP to develop a supply chain to obtain equipment, components and other materials for producing assistive devices and maintaining physical rehabilitation services; provide financial help for making these purchases
A provide material support for the BHPI’s degree programme in prosthetics and orthotics, and sponsor its staff to attend training; give scholarships to selected students enrolled in the programme
A organize skills training for disabled people and refer them to the ICRC’s economic-security activities, to benefit up to 95 people; together with three local organizations, provide 100 disabled people with opportunities to attend sports camps and compete in local tournaments (e.g. basketball, football, cricket)

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
SUPPORT FOR THE NATIONAL SOCIETY

- provide material and financial support, and staff training, for the National Society’s first-aid programme; remind them to implement security protocols to protect patients and health workers during outbreaks of violence.

ACTORS OF INFLUENCE

Objective: The authorities, security forces personnel and key members of civil society understand and respect IHL and other fundamental rules protecting people during violence and incorporate them in their decision-making. Members of the media, academics and other influential figures help foster awareness of humanitarian issues and IHL among all actors concerned and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

Strengthening engagement with authorities, communities, and other key actors

Together with the Bangladesh Red Crescent Society, the ICRC will seek to broaden its network of contacts and enhance its humanitarian diplomacy by reinforcing its engagement with the authorities, security forces, religious leaders, the media and other actors of influence. The aim is to foster acceptance and support for its work and its neutral, impartial and independent approach. The ICRC will also maintain contact with communities, particularly in the Chittagong Hill Tracts and Cox’s Bazar, to let them know about the Movement’s work and gather their views on its activities. The ICRC will also strive to broaden public awareness of humanitarian issues in the country, such as the dangers faced by health workers, the proper use of the emblems protected under IHL and the prevention of sexual violence. It will use social media and enlist the help of key members of civil society to reach a wider audience.

Promoting IHL and other pertinent norms

The ICRC, together with the National Society when possible, will endeavour to advance understanding of IHL, international human rights law, and other applicable norms among the authorities, including those in law enforcement and prison management. Weapon bearers will be given support for integrating IHL into their doctrine, training and operations; troops being deployed to peacekeeping missions will be briefed on IHL provisions applicable to their work. In its interaction with judges and diplomats, the ICRC will seek to add to their knowledge of IHL and help them incorporate it in their decision-making. The ICRC will also keep influential decision makers abreast of pressing humanitarian issues, such as sexual violence, attacks on health-care personnel, and the risks faced by migrants.

Together with the national IHL committee, and the National Society when possible, the ICRC will advocate the domestic implementation of IHL-related treaties such as the Anti-Personnel Mine Ban Convention and the Arms Trade Treaty and guide the authorities in doing so. It will give the committee support for evaluating the domestic implementation of the country’s international legal obligations and for identifying areas requiring action.

The ICRC will seek to develop interest and expertise, among academics and students, in such contemporary IHL issues as cyber warfare and the use of autonomous weapons. It will expand contact with Islamic leaders, scholars, and teachers to strengthen their grasp of IHL and stimulate discussion of the points of correspondence between IHL and Islamic law; it will also work with Islamic educational institutions to develop courses in the subject. The ICRC will also discuss IHL with other religious scholars.

PLAN OF ACTION AND INDICATORS

- arrange briefings, seminars and other events for weapon bearers on IHL, international human rights law and/or other applicable norms; give them expert advice for integrating IHL into their doctrine, training and operations; conduct advanced training for instructors and senior officers, or sponsor them to attend similar courses abroad
- organize workshops, meetings and other events on IHL and humanitarian issues for government officials, including judges and diplomats, and key members of civil society
- offer technical guidance to the national IHL committee and the pertinent authorities for incorporating provisions of IHL and IHL-related treaties in domestic law
- conduct IHL workshops and information sessions for academics, including religious scholars, and think tanks; provide them with ICRC publications on IHL, including translations in local languages, and support IHL-related research by academics; organize an IHL moot court competition for students

With the National Society:
- inform communities of ICRC activities, and collect and address their feedback on these
- brief members of the media – and help them report on – pressing humanitarian issues and the ICRC’s response; produce public-communication materials, including for social media, about the ICRC’s mission and activities

SUPPORT FOR THE NATIONAL SOCIETY

- give the National Society technical and financial support, and training for staff and volunteers, to help it improve its public-communication efforts and discuss IHL-related issues with government officials and others

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Bangladesh Red Crescent Society has a strong legal basis for independent action. It is able to carry out its core activities effectively. The activities of all components of the Movement are coordinated.

The ICRC will reinforce its partnership with the Bangladesh Red Crescent Society and work with it to assist vulnerable people in accordance with the Fundamental Principles (see Civilians and Wounded and sick). It will help the National Society develop its ability to carry out its work more effectively, particularly in Cox’s Bazar and the Chittagong Hill Tracts. It will do so...
by giving it comprehensive support to expand its operational capacities, enlarge its pool of volunteers, and strengthen its legal base. The ICRC will also continue to enable National Society staff and volunteers to strengthen their grasp of the Safer Access Framework, with a view to helping the National Society safely access people in need and mitigate risks to the safety of its personnel, particularly during emergencies.

The National Society and the ICRC will seek to coordinate their activities – including those for displaced people from Rakhine – more closely with those of other Movement components in Bangladesh, such as the International Federation.

**PLAN OF ACTION AND INDICATORS**

- provide National Society staff and volunteers with training, expert advice and/or financial, logistical or material support for carrying out emergency response and other activities; in this connection:
  - train National Society staff to incorporate the Safer Access Framework in all working procedures and activities
  - by organizing round tables, help the National Society promote its legal base and mandate among the authorities
- through training and meetings, help the National Society develop its organizational capacities, for instance, in governance, data protection, financial management, and policymaking; cover some running costs (e.g. staff salaries) and provide insurance coverage for volunteers
- meet with the National Society and other Movement partners regularly and coordinate activities with them, particularly in connection with emergency response
Present in the region since 1987, the ICRC moved its regional delegation for East Asia to Beijing in 2005. The delegation fosters support for humanitarian principles, IHL and ICRC action in the region and worldwide. It promotes the incorporation of IHL in national legislation, military training and academic curricula. It supports National Societies in developing their capacities in restoring family links, emergency response and other relevant fields. In the Democratic People’s Republic of Korea, in partnership with the National Society, it supports hospital care and contributes to meeting the need for assistive devices for people with disabilities.

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<tr>
<th>BUDGET IN KCHF</th>
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<tbody>
<tr>
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ASSISTANCE TARGETS

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<tr>
<th>CIVILIANS</th>
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<tbody>
<tr>
<td><strong>ECONOMIC SECURITY</strong></td>
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<tr>
<td>Capacity-building</td>
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<td>Water and habitat activities</td>
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<tr>
<th>WOUNDED AND SICK</th>
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<tr>
<td><strong>MEDICAL CARE</strong></td>
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<tr>
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<tr>
<td><strong>PHYSICAL REHABILITATION</strong></td>
</tr>
<tr>
<td>Projects supported</td>
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<tr>
<td><strong>WATER AND HABITAT</strong></td>
</tr>
<tr>
<td>Water and habitat activities</td>
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</tbody>
</table>

SITUATION

China continues to figure prominently in international affairs – through the Belt and Road Initiative and through its positions on various matters related to peace and security, governance, and applicability of the principles of the UN Charter. It engages with other countries on the transnational aspects of such issues as global public health and emergency preparedness and response. Disputes with some of its neighbours, including over territorial rights in the South China Sea and along the border with India, remain unresolved.

China, Mongolia, and the Republic of Korea (hereafter ROK) are in varying stages of implementing vaccination programmes and other measures to contain the spread of COVID-19. The Democratic People’s Republic of Korea (hereafter DPRK) reported its first COVID-19 cases in the middle of 2022; the country’s borders remain sealed at the time of writing.

In the DPRK, water supply, medical care and physical rehabilitation services remain largely unreliable. Inadequate food production – at times, the result of natural disasters – exacerbates food insecurity.

Some people in the Korean Peninsula are still enduring the consequences of the 1950–1953 Korean War: the threat of mines and explosive remnants of war (ERW) is ever-present; members of separated families are unable to contact one another; and many missing people remain unaccounted for.

UN Security Council sanctions against the DPRK remain in place.

ICRC ACTION

To ensure a coherent response to emergencies and develop operational partnerships, the ICRC will continue to coordinate its activities with those of other Movement components in the region. It will continue to support the National Societies in China, the DPRK, Mongolia and the ROK to further their organizational development and expand their operational capacities, particularly in these areas: emergency preparedness and response, humanitarian education, IHL promotion, and provision of assistance for vulnerable communities, especially during emergencies. The ICRC will reinforce its dialogue with the Red Cross Society of China and provide support for the National Society’s provincial branches and humanitarian teams working outside China. The ICRC will engage more closely with the Republic of Korea National Red Cross, assist in developing capacities among its staff and volunteers, and stand ready to support inter-Korean Red Cross dialogue as a neutral intermediary, should it be necessary.
Cultivating acceptance and support for the ICRC and broadening understanding of IHL

The ICRC will cultivate dialogue with influential actors in the region – government officials, think tanks, military officers, the Chinese private sector, and others – to further their understanding of IHL, promote the ICRC’s neutral, impartial and independent approach to humanitarian action, and foster support for its work in the region and beyond. During meetings, national and regional seminars, workshops and events with these actors, it will continue to advocate inclusion of humanitarian considerations in their decision-making – on such issues as peacekeeping, international rules governing military operations, maritime security, artificial intelligence, counter-terrorism, and cyber warfare. It will continue to remind them of the various forms of support that the ICRC can provide in this regard. It will seek to discuss matters of common interest, such as public and global health and pertinent regional developments that might require a humanitarian response.

The ICRC will seek to strengthen its position as the reference organization on IHL. It will continue to work with academics and experts and form partnerships with institutions of higher learning, with a view to making IHL-related information more readily available to authorities and other decision makers. To this end, it will organize training programmes or support the publication of IHL-related research. It will continue to urge authorities in the region to advance ratification or implementation of IHL treaties and will maintain its efforts to promote relevant IHL instruments or customary law. It will provide support for the national IHL committees in China and the ROK. It will continue to make its expertise available to the pertinent authorities in Mongolia as they seek to implement recommendations from their recent study – done with the ICRC and the Mongolian Red Cross Society – on IHL implementation in the country.

The ICRC will strive to develop and strengthen partnerships with various institutions in China and the ROK, with a view to mobilizing support for humanitarian action. In China, the ICRC will continue to seek to persuade government officials and others of its added value in policy-related issues. It will expand its network of contacts in the private sector and remind companies operating in complex environments to do so with due consideration to the plight of crisis-affected people. Continued work and engagement on global health and other key topics, which influences opinion-shapers and decision-makers, will remain a priority for the ICRC’s humanitarian diplomacy with China and the ROK.

The ICRC will aim to broaden awareness of humanitarian issues, and its activities, throughout the region. It will boost its presence in print and online media, in the local languages, and encourage media organizations to expand their coverage of humanitarian activities. It will also help National Societies in the region to strengthen their capacities in communicating key humanitarian messages and foster support for the Movement.

Helping the authorities to address humanitarian issues and bolstering their assistance capacities

Despite its limited access in the DPRK, and although it has put some of its programmes on hold because of the COVID-19 pandemic, the ICRC will strive to work with the Red Cross Society of the Democratic People’s Republic of Korea to address water and sanitation issues, support impoverished households, and mitigate the threat of weapon contamination in communities. To help impoverished households grow food and improve their diet, it will provide technical support, supplies and equipment for the community farms managed by more than 2,000 households, benefiting 8,260 people. By repairing and renovating local water infrastructure, it will make safe drinking water more readily available to more than 100,000 community members. It will help ensure the sustainability of these initiatives by building up capacities among local institutions to continue or supplement these activities: for instance, it will train representatives from local authorities to manage food production, maintain water infrastructure, or deal with the consequences of mine/ERW-related incidents. The ICRC will also continue to seek to engage the DPRK and ROK authorities on long-standing humanitarian issues related to the 1950–1953 Korean War: in particular, managing human remains and ascertaining the fate of missing people.

The ICRC will continue to expand its support for health care in the region – for instance, through direct support for health-care provision, as in the DPRK, or by pursuing dialogue with authorities on matters in which it has expertise (e.g. access to primary health care, emergency preparedness), as in China and the ROK. In the DPRK, it will maintain its support for the emergency department at the Pyongyang Medical College Hospital and will continue to provide physical rehabilitation services in Rakrang and Songrim. It will seek to help the rehabilitation centres become more capable of providing these services; to that end, it will offer their staff instruction in physiotherapy and other specialized areas, and give students scholarships to study similar courses in other countries.
The ICRC established a presence in Indonesia in 1979 and in Timor-Leste, following the latter’s independence in 2002. It supports the National Societies in boosting their emergency response capacities. It works with the armed forces to encourage the inclusion of IHL in their training, and with the police to foster compliance with international law enforcement standards. It maintains dialogue and works with ASEAN and other regional bodies, and conducts activities with academic institutions to further IHL instruction. It provides the authorities and other pertinent actors with technical support and training in the management of human remains, particularly following emergencies.

**SITUATION**

Indonesia remains actively involved in various multilateral forums. In 2023, it will chair the Association of Southeast Asian Nations (ASEAN), whose secretariat is based in Jakarta. It contributes troops to UN peace-support missions regularly. Presidential elections in Indonesia are scheduled for early 2024.

Socio-economic and communal or religious tensions in some parts of Indonesia lead to violence, which displaces people and disrupts essential services. Migrants, including refugees and asylum seekers, continue to arrive in or pass through Indonesia; many of them are detained or stranded in the country, their legal status uncertain. Landslides and floods continue to cause deaths, damage property and displace people.

In Timor-Leste, authorities and humanitarian organizations maintain their efforts to ascertain the fate of thousands of people who went missing during the 1975–1999 armed conflict there.

ASEAN and its humanitarian arm, the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre), continue to develop their ability to coordinate the humanitarian response to emergencies in the region.

**ICRC ACTION**

**Fostering support for the Movement and cultivating dialogue on humanitarian issues**

The ICRC will continue to broaden understanding of and respect for humanitarian principles, and IHL and other relevant norms (see below), and build support for the Movement’s activities. To these ends, it will organize meetings, events, workshops and other activities for and with the authorities, military and security forces, religious circles and other influential actors in Indonesia and Timor-Leste and within ASEAN. It will aim to expand its dialogue with the Indonesian authorities on humanitarian issues of common concern, such as the needs of violence-affected people, migrants, and other vulnerable people, and the implications of cyber warfare. It will continue to organize joint projects with ASEAN and the AHA Centre – such as the ASEAN–ICRC Joint Platform – attend events arranged by them, and make its expertise in humanitarian action available to them.

The ICRC will expand its contact with media organizations and help journalists report on humanitarian matters accurately. Together with the Indonesian Red Cross Society and the Timor–Leste Red Cross, the ICRC will conduct communication campaigns, via traditional and social media, to promote humanitarian principles, IHL and the Movement among a wider audience.

The ICRC will pursue dialogue with the relevant Indonesian authorities, and convene round tables, to help them understand its work for detainees more fully.

**Advancing understanding and implementation of IHL**

The ICRC will maintain its engagement with the Indonesian and Timorese armed forces and security forces, with a view to helping them build their knowledge of IHL, international human rights law, and other applicable norms, and to strengthening their commitment to complying with all these norms. The ICRC will assist them to integrate IHL and other applicable norms into their doctrine and training. It will enable senior officials to attend regional and/or international conferences or courses on IHL and international policing standards. It will also conduct briefings on pertinent laws for troops bound for peace–support missions in other countries, and police officers and coast-guard personnel, especially those working in violence-prone areas or dealing with irregular migrants.

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**BUDGET IN KCHF**

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Together with local experts (see below), the ICRC will assist the Indonesian national IHL committee and the pertinent ministries in Timor-Leste to advance ratification of IHL treaties, for example, the Treaty on the Prohibition of Nuclear Weapons. It will also help them advance the incorporation of IHL provisions in domestic law.

The ICRC will organize round tables, courses and other events to enable religious leaders to strengthen their grasp of IHL, humanitarian principles, and the points of correspondence between IHL and Islam, and IHL and Buddhism – as expressed in Islamic law and Buddhist scriptures, for instance. Academic institutions will be given assistance to incorporate humanitarian principles and IHL in their curricula; students and instructors will be sponsored to attend moot court competitions and carry out research on IHL. The ICRC will make its expertise available to academics seeking to help the authorities incorporate IHL in domestic law.

**Supporting humanitarian activities and helping to develop capacities in emergency response**

The ICRC will continue to support the Indonesian and Timorese National Societies to better prepare for and respond to natural disasters and other emergencies. This support will include helping them incorporate the Safer Access Framework more fully in their activities; building up their first-aid capacities, through training and donations of equipment; ad hoc distributions of relief items to IDPs and other vulnerable people; and other initiatives, such as a programme on eye health to be administered by ICRC-trained health workers. In addition to this, the ICRC will help the National Societies to provide first-aid training to some 100 potential responders, including military and police personnel, and community-based health workers; some of them will also be trained to instruct others in first aid. The ICRC will participate in meetings with other Movement components to discuss humanitarian action in the region, as well as coordinate strategies to advocate for various humanitarian concerns, such as climate change and migration. It will also coordinate its activities with other Movement components and work with them to prepare for and respond to large-scale emergencies.

The ICRC will provide support for reconnecting members of separated families and preventing disappearances linked to disasters, migration or other circumstances. The ICRC will help the Indonesian and Timorese National Societies to improve their family-links services. The ICRC and the Indonesian Red Cross will actively coordinate with relevant actors such as the UNHCR and the IOM in the provision of such services. Migrants, including those who have been detained, will be able to contact their relatives through the Movement’s family-links services, as will people whose relatives are being held in connection with armed conflicts in countries not their own. Families will be able to follow up tracing requests for missing relatives. The ICRC will also help the National Societies to incorporate family-links services in their contingency plans for emergencies. Training conducted for volunteers and personnel will include instruction in protecting the personal information of people at risk.

The ICRC will strive to help the Indonesian and Timorese authorities reinforce their forensic systems and be better placed – for instance, by strengthening legal frameworks and procedures – to identify human remains in line with international data-protection standards and best practices. It will work with the pertinent authorities in both countries, for example, the Disaster Victim Identification (DVI) Team in Indonesia, to clarify and standardize – and incorporate in their contingency plans for emergencies – procedures for managing dead bodies and human remains. To these ends, it will conduct workshops for first responders from the military, security forces, and the National Societies. Pathologists and other professionals, with support from the ICRC, will be able to participate in advanced workshops and seminars on forensic anthropology, humanitarian forensics, and other related areas.
KUALA LUMPUR (REGIONAL)

COVERING: Brunei Darussalam, Japan, Malaysia, Singapore

Having worked in Malaysia since 1972, the ICRC established the Kuala Lumpur regional delegation in 2001. In 2009, it opened an office in Japan, which became a delegation in 2019. The ICRC works with governments and National Societies in the region to promote IHL and humanitarian principles and gain support for the Movement’s activities. In Malaysia, it visits detainees, works with authorities to address humanitarian issues identified during visits, and helps detained migrants contact their families. In the state of Sabah, it supports health care for communities, together with the Malaysian Red Crescent Society.

BUDGET IN KCHF

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PERSONNEL

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SITUATION

Migration, human trafficking and disputed maritime areas in the South China Sea continue to be prominent subjects of discussion in the region.

The World Bank estimates that there are approximately 3 million foreign workers in Malaysia. Around 1.5 million of them are irregular migrants. There are also some 180,000 UNHCR–registered refugees or asylum seekers in the country, many of them from Myanmar. Irregular migrants are often detained and/or deported. They struggle to obtain basic services or pursue livelihoods.

Overcrowding and access to health care remain issues of concern in prisons and immigration detention centres in Malaysia.

People separated from their families by migration, detention, or other circumstances need help to contact their relatives or learn their whereabouts.

In January 2023, Japan begins its 12th term as a non–permanent member of the UN Security Council; and in May, it is set to host, as president, a G7 Summit in Hiroshima. The year 2023 also marks 50 years of cooperation between Japan and the Association of Southeast Asian Nations (ASEAN).

ICRC ACTION

Building partnerships and broadening support for the Movement’s work

The media, NGOs, religious leaders and organizations, and academics are instrumental in shaping public opinion throughout the region; prominent think tanks interact with the government and the military, and provide policy studies and recommendations. The countries covered engage with or are members of multilateral bodies such as the ASEAN and the G7. The ICRC will maintain regular contact with all of these actors – in partnership with the National Societies, where possible – to promote neutral, impartial and independent humanitarian action. It will also strengthen partnerships with the private sector, academics and other actors in the region to explore innovative possibilities for humanitarian work.

The National Societies will receive technical and financial assistance to develop their capacities in emergency response, public communication, pursuing organizational development and coordinating with Movement partners. The ICRC will continue to strengthen its working relationship with the National Societies through joint activities, such as organizing events on the elimination of nuclear weapons with the Japanese Red Cross Society, and participating in regional forums.

Fostering respect for IHL

The ICRC will continue to encourage the ratification or implementation of IHL–related treaties in the countries covered. It will organize events for and with government officials, academics and members of national IHL committees, and give them technical assistance. It will help the National Societies strengthen their ability to promote IHL.

The ICRC will continue to discuss, with the armed forces and the police in the region, the integration of IHL into their decision–making. These personnel, including peace–support troops, will be given training and help to strengthen their grasp of IHL and other applicable norms, and international policing standards. The partnership with the National Defence University of Malaysia – to conduct or arrange IHL courses and other events for military officers in the region – will continue. The ICRC will continue to promote IHL instruction in the countries covered and enable academics and students to take part in national and regional events.
Helping the authorities to improve detainees’ treatment and living conditions

The ICRC will continue to visit detainees in Malaysia in accordance with its standard procedures. It will focus on four prisons – including a women’s facility – and four immigration detention centres. It will continue its engagement with the penitentiary and immigration authorities, and pertinent ministries and agencies, with a view to broadening its access to detainees.

Findings from visits to detainees – and recommendations, if any – will be communicated confidentially to the authorities concerned. The ICRC will support their efforts to ensure that detainees’ treatment and living conditions meet internationally recognized standards. Notably, it will urge them and other actors to consider alternatives to detention for minors and ensure respect for the principle of non-refoulement for foreign detainees. It will continue to support the government’s prison reform agenda, for example, by organizing a conference at which overcrowding in prisons will be discussed.

The health and penitentiary authorities will receive support for improving detainees’ access to health care. The ICRC will arrange round tables and other events for representatives of pertinent state institutions, with a view to reinforcing or creating mechanisms for the systematic provision of health care in places of detention. It will organize workshops and provide technical guidance for prison health staff – for instance, in medically screening new inmates. It will provide hygiene items and other essentials for detainees when necessary.

Mounting a well-coordinated response to the needs of vulnerable people

The ICRC will bolster coordination with Movement partners in the region, so that the Movement can respond immediately and more effectively to the needs of migrants, especially those fleeing conflict-affected countries. It will seek closer engagement with vulnerable people, particularly migrants and detainees, to understand their needs more fully and involve them in finding viable means to address their needs.

The National Societies in the region and the ICRC will continue to enable members of families separated by migration, detention or other circumstances to stay in touch and, where appropriate, to reunited. In Malaysia – working with other Movement partners, whenever possible – the ICRC will seek to understand migrants’ family-links needs and address them; through information sessions and by engaging with civil-society organizations that work with them, it will also seek to ensure that migrants know about the services available to them. It will continue to develop the Malaysian Red Crescent Society’s capacity to help people preserve family links – including during emergencies – in line with data-protection standards.

The ICRC will urge the Malaysian authorities to draft measures to prevent disappearances in connection with migration or emergencies of various kinds. It will make ad hoc donations of equipment to Malaysian forensic professionals, and sponsor them to attend conferences on the management of human remains.

The Malaysian Red Crescent, with the ICRC’s support, will expand its services to underserved communities by providing medical consultations and vaccinations during visits to these communities; it will continue to provide these communities with first-aid equipment and with training in good hygiene and first aid, and help them mitigate threats to their health. The ICRC will repair or construct sanitation and waste-management facilities in some settlements and train community members to maintain them. It will help the National Society, the authorities, and community members to work together more closely to make health services more widely available. The ICRC will give the National Societies training and other support to help them take the lead role in these efforts.
The ICRC began working in Myanmar in 1986. It responds to the needs of IDPs and other people affected by armed clashes and other situations of violence, helping them restore their livelihoods, supporting primary-health-care, hospital and physical rehabilitation services, and repairing essential infrastructure. It conducts protection-focused activities in favour of violence-affected communities and detainees, and provides family-links services. It promotes IHL and other international norms and humanitarian principles. It often works with the Myanmar Red Cross Society and helps it build its operational capacities.

**BUDGET IN KCHF**

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**PERSONNEL**

- Mobile staff: 92
- Resident staff: 829

**ASSISTANCE TARGETS**

**CIVILIANS**

- **ECONOMIC SECURITY**
  - Food consumption: 169,425 people
  - Food production: 135,500 people
  - Income support: 50,915 people
  - Living conditions: 179,425 people
  - Capacity-building: 255 people

- **WATER AND HABITAT**
  - Water and habitat activities: 387,223 people

- **HEALTH**
  - Health centres supported: 41 structures

**WOUNDED AND SICK**

- **MEDICAL CARE**
  - Hospitals supported: 13 structures

- **PHYSICAL REHABILITATION**
  - Projects supported: 7 projects

- **WATER AND HABITAT**
  - Water and habitat activities: 12 structures
SITUATION

- Clashes between military forces and armed groups became more violent throughout the country – particularly in the states of Chin, Kachin, Kayah, Kayin and Shan and the regions of Mandalay, Magway and Sagaing. In Rakhine state, fighting between the military and an armed group intensified, despite the informal ceasefire agreed by them in November 2020. In November 2022, they agreed to another informal ceasefire.
- The state of emergency declared by the military in February 2021 was extended until the end of January 2023. The dire economic situation and the shortage of qualified personnel continue to hamper basic services; many civil servants, on strike since the military intervention in 2021, have not yet returned to work.
- People are arrested in connection with the ongoing hostilities. Many continue to be detained in connection with past and ongoing conflicts or on security-related charges.
- Roughly 730,000 people who fled Rakhine for Bangladesh, after the violence in 2017, are still in that country (see Bangladesh). The authorities in Myanmar and Bangladesh have not, so far, agreed to any formal repatriation.

HUMANITARIAN CONCERNS

- Hundreds of thousands of people remain displaced or were newly displaced by the fighting across the country. The fighting – which includes the continued use of improvised explosive devices and indiscriminate attacks – has had particularly severe consequences for civilians: injuries and death, disruption of livelihoods, loss of productive assets, lack of access to health care and other essential services and damage to private property.
- Violations of IHL and other international norms have been reported, with serious consequences for the civilian population.
- The threat from mines and explosive remnants of war (ERW) continues to be pervasive. Weapon contamination, as well as poor security conditions and restrictions on movement, further narrow access to basic services and livelihood opportunities. Markets are still functioning, but remain extremely vulnerable to supply disruptions and high transportation costs. The displacement of people, caused by the hostilities, has also made it difficult for service providers to meet rapidly increasing water needs among communities; in urban and peri-urban areas, essential services are increasingly strained. The COVID-19 pandemic and various natural disasters further add to conflict-affected people’s difficulties.
- Health facilities, particularly in rural areas, struggle to cope with inadequate infrastructure, staff shortages and lack of funds, equipment and supplies. The intensified hostilities have inevitably led to an increase in the number of wounded people throughout the country.
- Members of families dispersed by conflict, migration, detention or other circumstances are often unable to stay in touch. Many people still have no news of missing relatives.
- The ICRC has had no formal access to places of detention since 2020.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- reinforce dialogue and other forms of engagement with the relevant authorities, weapon bearers, and other actors of influence, in order to discuss concerns on the safety of civilians and promote respect for IHL and other applicable norms;
- respond to the urgent needs – food, water and shelter – of people affected by conflict and other situations of violence, including in newly affected areas;
- bolster communities’ long-term self-sufficiency and resilience to their circumstances by giving them the means to restore their economic security sustainably, repairing vital infrastructure, and supporting the provision of health care;
- seek to resume visits to detainees, and work with the prison administration, to ensure that detainees’ treatment and living conditions meet internationally recognized standards; and
- continue to help the Myanmar Red Cross Society strengthen its capacity to deliver a principled humanitarian response effectively and safely; and work with Movement components to extend the Movement’s operational reach and ensure a coordinated response to humanitarian needs.
ICRC ACTION

CIVILIANS

Objective: In areas affected by armed conflict or other situations of violence, people are protected by the relevant authorities and weapon bearers in accordance with IHL. They have unhindered access to essential services and humanitarian aid. Members of dispersed families are able to maintain contact. People are protected from mines and ERW.

Promoting compliance with IHL and protection for IDPs and other civilians

The ICRC will continue to work in proximity with people affected by conflict and other violence, including those newly displaced. It will maintain its multidisciplinary response to issues of concern among these populations. Whenever possible, it will work with the Myanmar Red Cross Society and other pertinent actors to extend the reach and impact of its humanitarian activities.

In accordance with IHL and other applicable norms, the ICRC will continue to urge the pertinent parties to ensure respect for the rights of civilians and facilitate their safe and unhindered access to essential goods and services. It will reinforce its engagement with the relevant authorities, weapon bearers and other stakeholders, with a view to broadening its access to violence–affected communities and promoting compliance with IHL (see Actors of influence). The ICRC will deepen its engagement with violence–affected communities in order to understand their concerns and coping mechanisms more fully, and to help them develop or strengthen community–based activities to mitigate threats to their safety and boost their resilience to the consequences of conflict. The ICRC will discuss the risks faced by civilians with the relevant authorities and weapon bearers, and urge them to take corrective action and preventive measures. The ICRC’s confidential dialogue with weapon bearers and the relevant authorities at all levels will draw on documented allegations of unlawful conduct. Pertinent parties will be alerted to the concerns of displaced people. The ICRC will remind them of the importance of enabling displaced people to return to their places of origin voluntarily, safely and with dignity. In line with the goals of the Health Care in Danger initiative, it will continue to advocate protection for health services.

The delegation in Myanmar will, together with the National Society and other ICRC delegations, help members of families separated by armed conflict or other violence, migration, natural disasters, or other circumstances to reunite and/or restore or maintain contact. It will endeavour to ensure that family–links services are incorporated in the emergency response plans of the National Society. The families of people missing in connection with armed conflict or other violence, or migration, will be helped to ascertain the fate of their relatives; they will also be kept abreast of developments in the search for their relatives. The ICRC will stand ready to assist families in the transfer or repatriation of their relatives’ remains.

Helping conflict-affected households meet their basic needs and become more self-sufficient

Emergency response will remain a priority for the ICRC; it will continue to respond to needs in conflict or violence–affected areas beyond Kachin, Rakhine and Shan: these include Chin, Kayah, Kayin, Magway and Sagaing. Conflict–affected communities accessible to the ICRC and the National Society – including IDPs and host communities receiving limited or irregular aid from other humanitarian actors – will benefit from distributions of emergency relief aid. The distribution of emergency relief aid will be sustained in Rakhine, and the ICRC will stand ready to respond to the needs of those newly displaced in other states and regions. When possible, the ICRC will scale down its provision of relief in areas where it can hand over such activities to other actors, including civil–society organizations.

The ICRC will also reinforce its efforts to help people become more self–sufficient and more resilient to the effects of conflict. Working with the National Society whenever possible, it will provide assistance for food production and for initiatives to help households preserve or increase their income and cover their unavoidable household expenses. With a view to making agricultural and other services more readily available to conflict–affected people, the ICRC will build capacities among personnel at the agriculture and livestock breeding and veterinary departments, and among community–based animal–health and agricultural workers. It will prioritize community–level activities to help improve conflict–affected people’s access to markets and services, expand employment opportunities for them, and boost their agricultural production.

The ICRC will keep up its efforts, including during emergencies, to ensure sustainable access to water, sanitation, shelter and/or other necessities for communities in such areas as Chin, Kachin, Kayah, Kayin, Magway, Rakhine, Sagaing and Shan. It will seek to use items that are locally sourced and environmentally friendly, for household water filters and solar–power kits, for instance. The ICRC will also carry out infrastructural upgrades to key community infrastructure, and renovate or build shelters for IDPs. The National Society will be involved in these water–and–habitat activities whenever possible.

Supporting the provision of health care

People in Kachin, Rakhine and Shan, including those newly displaced and those affected by natural disasters, will be able to obtain preventive and curative care at ICRC–supported health facilities. The services will include immunization campaigns and mother–and–child care. Broadening access to health care for displaced people and people in rural areas will continue to be a priority for the ICRC. In line with the goals of the Health Care in Danger initiative, information on the protection due to patients and medical personnel and infrastructure will be incorporated in the ICRC’s capacity building among health workers. Partnerships with health and civil–society organizations will be pursued or reinforced to further expand access and service provision to people in need. The ICRC will keep up its activities to strengthen the continuum of care in Myanmar; people in need of advanced care will be referred to suitable medical facilities (see Wounded and sick). The ICRC will endeavour to address mental–health and psychosocial needs.
in conflict-affected communities. To this end, it will continue to help health workers, members of civil-society groups, and other community members develop their ability to provide mental-health and psychosocial care for those who need it.

**Enabling communities to mitigate the threat of mines and ERW**

The ICRC will give the National Society support for strengthening its programme in mine-risk education, and if possible, for extending its reach to new areas. Information sessions and campaigns to raise awareness of the hazardousness of mines and ERW, and safe practices around them, will continue. The ICRC will help teachers, religious leaders, and other community volunteers to become more capable of conducting sessions on risk awareness and safe practices unassisted. The ICRC will explain to the relevant authorities and other pertinent actors the consequences of weapon contamination and the necessity of marking contaminated areas and clearing them of mines/ERW. It will also seek to engage the pertinent parties in dialogue on humanitarian mine action and weapon-related treaties. As in past years, people injured by mines or ERW will be referred to suitable service providers for rehabilitative care (see *Wounded and sick*); they may also receive economic assistance (see below).

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- document alleged violations of IHL and/or other applicable norms during hostilities and other violence, including allegations of violence against medical personnel and facilities; through confidential discussions and written representations, raise these allegations with the parties concerned, and remind them of their obligations
- monitor and document the protection-related concerns of IDPs and raise them with the relevant authorities; if possible, help IDPs reinforce community-based protection and other coping mechanisms
- remind the relevant authorities of the importance of enabling displaced people to return to their places of origin voluntarily, safely and with dignity; helping them to re-establish themselves in their communities; or providing alternative long-term solutions, such as local integration or resettlement, for those unable or unwilling to return

**PROTECTION OF FAMILY LINKS**

With the National Society:

- assess the needs of people separated from their families
- offer family-links services, such as RCMs and phone calls, to people separated from their families; broaden awareness of measures to prevent family separation
- publicize the Movement’s family-links services through information sessions and other means
- provide tracing services and follow up missing-persons cases

**FORENSICS**

- whenever possible, collect data to help the relevant authorities solve missing-persons cases; when appropriate, assist families in transferring or repatriating their relatives’ remains

**WEAPON CONTAMINATION**

- explain the consequences of weapon contamination, and the necessity of carrying out humanitarian demining and marking contaminated areas, to the relevant authorities and weapon bearers
- organize information sessions on mine risks for communities endangered by weapon contamination; where possible, deliver train-the-trainer sessions for teachers, religious leaders and/or other community volunteers

**HEALTH**

- reiterate to the pertinent authorities, weapon bearers, and other stakeholders the necessity of ensuring respect for health services and enabling access to preventive and curative care; engage them in dialogue on allegations of violence against health services
- support up to 41 primary-health-care centres, in Rakhine, Shan and Kachin run by the health authorities, ethnic health organizations and civil society organizations; give 21 regular and 20 ad hoc support in the form of drugs and other supplies and/or training for staff
- in the event of an emergency, provide additional medical supplies, training and/or financial assistance for the health centres mentioned above
- train health workers and community members, including people affiliated with civil-society groups, to provide mental-health and psychosocial support to those in need; help them to protect their own mental health and well-being

**WATER AND HABITAT**

- renovate, upgrade or build water supply, sanitation and other community infrastructure (such as schools) for up to 208,583 people in rural, urban and peri-urban areas; stand ready to provide emergency and short term water- and habitat assistance (e.g. provision of water filters, latrines and shelter) to up to 24,000 people
- help up to 13,500 IDPs by renovating and making improvements to existing IDP camps and facilities such as shelters
- help upgrade or construct shelters, roads, community halls and other infrastructure for up to 5,140 returnees and resettled people
A prevention
A protection and assistance
A cooperation

A guarantees are respected.
They are able to communicate with their families.
A judicial conditions that meet internationally recognized standards.
A objective: Detainees are afforded treatment and living needs for water, sanitation and shelter by constructing or rehabilitating facilities serving up to 136,000 people, including those displaced.

ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food consumption 169,425 people</th>
<th>Food production 135,500 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income support 50,915 people</td>
<td>Living conditions 179,425 people</td>
</tr>
<tr>
<td>Capacity-building 255 people</td>
<td></td>
</tr>
</tbody>
</table>

A supply cooking fuel to up to 9,000 households (45,000 people) at IDP camps in Rakhine.
A distribute hygiene items for up to 26,885 households (134,425 people) to help ease their living conditions.
A donate food to 33,885 households (169,425 people).
A provide up to 27,100 households (135,500 people) with agricultural supplies, tools and/or expert assistance for growing vegetables and rice.
A give cash or vouchers to cover basic needs or organize cash-for-work projects for up to 6,813 households (34,065 people), including those affected by natural disasters.
A provide the agriculture and livestock breeding and veterinary departments with expert advice, and financial and material assistance, for strengthening their service capacity in favor of households affected by conflict or other situations of violence and/or disasters.
A organize training and materially assist up to 255 animal-health and agricultural workers to provide services for conflict-affected households.
A where feasible, support community-based micro-economic initiatives and other livelihood projects through the provision of cash/voucher assistance or in-kind grants and of vocational training opportunities, for up to 3,370 households in both urban and rural areas (16,850 people).

SUPPORT FOR THE NATIONAL SOCIETY
A provide National Society staff with financial, material or technical support, and/or training, to deliver family-links services and implement and monitor activities in these other areas: water and habitat, economic security, mine-risk education and community engagement.

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. They are able to communicate with their families. Judicial guarantees are respected.

Seeking to resume visits to places of detention and regaining access to detainees
The ICRC’s visits to places of detention – aimed at ensuring that the treatment and living conditions of detainees met internationally recognized standards – were suspended at the onset of the pandemic in March 2020, upon the authorities’ request. The ICRC will sustain its dialogue with the pertinent authorities, with a view to resuming visits to detainees. It will also continue to offer the detaining authorities tailored technical and other assistance to improve detention conditions.
In parallel to seeking to resume visits to detainees, the ICRC will also impress upon prison authorities the importance of restoring family links. It will advocate resumption of family-links services, such as family visits for detainees, including those with relatives subject to the movement restrictions in Rakhine. Released detainees will be assisted to return to their homes and/or given support for reintegrating into their communities. When necessary, the ICRC will refer released detainees with medical and mental-health needs to the pertinent health services.

The ICRC will, whenever possible, pursue efforts to help the detaining authorities improve health care at places of detention. It will stand ready to assist them during emergencies such as outbreaks of COVID-19.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM
A seek to visit detainees, in accordance with standard ICRC procedures; check on their treatment and living conditions.
A provide the detaining authorities with tailored technical and other assistance to improve detention conditions.

PROTECTION OF FAMILY LINKS
A reiterate to the detaining authorities the importance of enabling detainees to maintain contact with their families.
A whenever possible, offer RCMs and other family-links services to detainees; facilitate family visits for detainees and cover their relatives’ travel expenses.
A cover transportation costs for released detainees returning home.

HEALTH
A offer training for prison health staff in providing the necessary care, where relevant.
A help the detaining authorities broaden detainees’ access to health care; in particular:
- in the event of an emergency, donate medicine, personal protective equipment, and other medical supplies; be prepared to train health staff in responding to health emergencies.
- engage them in dialogue on appointing a focal point for prison health.
- produce and distribute – to detainees – informational materials promoting good health.
give released detainees material and/or financial support for reintegrating into their communities; when necessary, refer them to health services

WATER AND HABITAT
- maintain regular contact with prison engineers and offer them technical advice; promote good practices in preventing and checking the spread of communicable diseases in prisons

WOUNDED AND SICK

Objective: People who are sick, or have been wounded during armed conflict or other violence, receive timely and appropriate medical care. People with disabilities have access to good-quality rehabilitation services.

Reinforcing the continuum of care
The ICRC will continue to pursue various efforts to ensure a continuum of care for the wounded and the sick in Myanmar. It will work towards making life-saving care and physical rehabilitation accessible to everyone who needs them; it will support and help improve emergency transport services for trauma patients and others. In line with the goals of the Health Care in Danger initiative, it will monitor violence against health services and advocate, among the relevant authorities and weapon bearers, protection for patients and medical personnel.

Efforts will be maintained to help strengthen, among health workers and facilities, capacities to deal with emergency needs linked to the resumption and/or escalation of armed violence. The ICRC will help Myanmar Red Cross Society staff and other first responders, and weapon bearers and community members, to become more proficient in providing first aid and pre-hospital emergency care for people affected by conflict and other violence. It will seek to work more closely with civil-society organizations and ethnic health organizations to make timely and appropriate pre-hospital care accessible to those who need it.

Trauma victims and others needing medical care will have access to good-quality services at ICRC-supported hospitals in Kachin, Rakhine and Shan. The ICRC will provide various forms of assistance for these facilities, including capacity building for medical staff, to provide better services. Infrastructural upgrades at hospitals will focus on emergency departments and mother-and-child care services. The ICRC will be ready to provide hospitals with additional supplies during emergencies.

Supporting people with physical disabilities
The ICRC will seek to work with the health authorities and various partners in the physical rehabilitation sector, to expand the availability of rehabilitative care for people with physical disabilities. With local partners, it will continue to endeavour to help strengthen the national physical rehabilitation sector and advance the social inclusion of people with physical disabilities, including through sport and livelihood-related activities. Five physical rehabilitation centres will be given support for providing mobility devices, physiotherapy and other services, to people with physical disabilities. Comprehensive assistance, including infrastructural upgrades and capacity building among staff, will enable ICRC-supported rehabilitation centres to improve their services and increase the likelihood of their long-term sustainability. Psychosocial support will be offered to patients at two ICRC-supported physical rehabilitation centres; the ICRC will seek to make similar services available at other centres, depending on the outcome of the initial activities. Aided by the ICRC, a mobile repair workshop, a network of roving technicians and other outreach services will provide services to more people in remote areas. The ICRC will support a total of seven physical rehabilitation projects or structures – five physical rehabilitation centres and two projects to help the health authorities and/or other institutions ensure the sustainability of local physical rehabilitation services.

PLAN OF ACTION AND INDICATORS

Hospitals supported
13 structures

MEDICAL CARE
- with the National Society, whenever possible, conduct training in pre-hospital emergency care or first aid for health workers, members of civil-society organizations, weapon bearers and other potential first responders; provide them with material and other support as necessary
- provide support to up to 13 hospitals (nine regularly and four on an ad hoc basis); donate equipment, medicine and other supplies; assist in training staff, particularly in treating the wounded; help cover medical and other expenses for selected patients needing emergency care
- in line with the goals of the Health Care in Danger initiative, incorporate information on the protection due to health workers, and those seeking medical services, in all the training mentioned above
- provide support for the emergency transport system that takes patients to and from hospitals

PHYSICAL REHABILITATION
- with the National Society, support physical rehabilitation services for around 4,000 people with disabilities; more specifically, provide training, funds, supplies and equipment, and/or expert guidance to help:
  - five physical rehabilitation centres and five outreach services to improve their services and supply chains
  - two of the centres above to produce prosthetic feet
  - a mobile repair workshop, a network of roving technicians, two mobile clinics and a service user referral system to serve hard-to-reach sections of some of the centres’ catchment areas

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
**WATER AND HABITAT**

- upgrade infrastructure at up to 12 hospitals and physical rehabilitation centres

**ACTORS OF INFLUENCE**

Objective: The relevant authorities, all weapon bearers, other key stakeholders and members of civil society understand and respect IHL and other applicable norms protecting people during armed conflict or other violence and during law enforcement operations. They incorporate these norms in their decision-making. The media, academics, religious circles and others with influence help foster awareness of humanitarian issues and principles and IHL among all parties concerned and the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

Broadening acceptance for the ICRC and for IHL and other applicable norms

The ICRC will strive to advance understanding and broaden acceptance of its work and its neutral, impartial and independent approach, and of IHL and other applicable norms, among the relevant authorities, weapon bearers, religious and community leaders, and other key stakeholders in Myanmar. With a view to improving its access to conflict-affected communities, it will seek to expand its network of contacts among the relevant authorities, influential members of civil society and other pertinent actors; to the same end, it will strengthen its engagement with various actors of influence, including non-state armed groups. The ICRC will continue to position itself as a key humanitarian actor, and as the reference organization for IHL, in Myanmar. It will endeavour to help the relevant authorities add to their knowledge of IHL, international human rights law and international policing standards, and also help these parties to comply with them. Through meetings, workshops and/or other means, the ICRC will seek to persuade the weapon bearers to align their rules of engagement more closely with IHL and other applicable norms. It will pursue efforts to enhance partnerships with universities in Myanmar and members of academic circles, with a view to improving the quality of IHL instruction in the country.

**Engaging with conflict-affected communities and promoting the Movement’s work**

The ICRC will continue to interact with conflict-affected communities, in order to stay abreast of their needs, inform them of its activities, and collect their views and suggestions. Such engagement will enable conflict-affected communities to participate in decisions, on the ICRC’s humanitarian activities, that affect them. The ICRC will also provide them with pertinent and usable information on their protection-related concerns and the humanitarian assistance available to them. The ICRC will use both traditional and social media to broaden awareness of and acceptance for the Movement’s activities in Myanmar. These efforts will be coordinated with Movement partners, whenever possible. The ICRC will continue to give the Myanmar Red Cross Society support to reinforce its public communication.

**PLAN OF ACTION AND INDICATORS**

- organize information sessions, workshops, meetings and other events for and with the relevant authorities, weapon bearers, religious and community leaders, academics and others; sponsor some of these people to participate in IHL-related events
- conduct dialogue with and provide expert guidance to:
  - the military and the police, for integrating IHL and other applicable norms, and international policing standards, into their internal rules, operations and training
  - other weapon bearers, such as members of non-state armed groups, for complying with IHL
  - relevant authorities and other actors of influence on the key principles of IHL and its implementation
- pursue discussions with people affected by conflict and other violence, make information about humanitarian services available to them, and encourage them to give their views – through a community contact centre – on the humanitarian services they receive
- keep members of the local and international media informed about ICRC activities; maintain an active presence on social media and produce public-communication materials on the ICRC’s activities
- coordinate public-communication efforts with the National Society, whenever possible; give the National Society training and other assistance for improving its public communication

**RED CROSS AND RED CRESCENT MOVEMENT**

Objective: The Myanmar Red Cross Society has a strong legal basis for independent action and is able to provide assistance during armed conflict or other violence and/or natural disasters. It promotes IHL and the Movement’s Fundamental Principles. The activities of all components of the Movement are coordinated.
In coordination with the International Federation and other Movement components, the ICRC will continue to strengthen its operational partnership with the National Society. The ICRC will provide the National Society, particularly its local branches, with various forms of support for expanding its capacity to deliver, effectively and safely, a principled humanitarian response – not only in Kachin, Rakhine and Shan, but also in other areas affected by violence such as Kayah, Kayin and central Myanmar. Together with Movement partners, the ICRC will provide the National society with guidance in defining their strategic direction and operational priorities. The ICRC and its Movement partners will coordinate the different kinds of support that will be provided for the National Society’s emergency response and the implementation of their operational and development plans.

The ICRC will pursue inclusive planning and close coordination with the International Federation, the National Society and other Movement components in Myanmar, with a view to strengthening the impact of the Movement’s humanitarian response.

**PLAN OF ACTION AND INDICATORS**

- In coordination with the International Federation and other Movement components, provide the National Society with technical, financial, material and logistical support, particularly for:
  - reinforcing its capacities, and those of its branches, in such areas as service provision, management of staff and volunteers, financial management, resource mobilization, emergency preparedness and response and programme management
  - incorporating the Safer Access Framework more fully in its activities and improving its security management
  - strengthening its legal base
  - reinforce the ICRC’s operational partnership with the National Society in such areas as emergency response, restoration of family links, mine risk education and provision of assistance (see Civilians and Wounded and sick); provide the National Society’s senior management with training and/or guidance in IHL and the emblems protected under it, the National Society’s auxiliary role, and other related topics

- Meet with Movement partners regularly to discuss such issues as public perception and communication and security of National Society staff and volunteers
Opened in 1982, the regional delegation in New Delhi seeks to broaden understanding and implementation of IHL and encourage respect for humanitarian principles among the authorities, armed and security forces, academics, civil society and the media. It visits detainees in the Maldives and engages in dialogue with the authorities on detention-related matters. In Nepal, its work focuses on helping clarify the fate of persons missing in relation to past conflict, and supporting their families. The ICRC helps improve local capacities to provide physical rehabilitation and emergency response services. It supports the development of the region’s National Societies.

**ASSISTANCE TARGETS**

<table>
<thead>
<tr>
<th><strong>WOUNDED AND SICK</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MEDICAL CARE</strong></td>
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</tr>
<tr>
<td>Hospitals supported</td>
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<tr>
<td><strong>PHYSICAL REHABILITATION</strong></td>
<td></td>
</tr>
<tr>
<td>Projects supported</td>
<td>14 projects</td>
</tr>
</tbody>
</table>

**SITUATION**

Disputed borders remain a source of tension between India and some of its neighbours. Armed violence between security forces and militants continues, particularly in the Jammu and Kashmir region, and in some sections of central, eastern and north-eastern India.

For people in remote and/or violence-affected areas of India, access to health care, including emergency medical services, remains precarious because of the limited capacities of health workers and inadequate equipment. Physical rehabilitation services are largely inaccessible because of the expenses involved and the lack of trained personnel.

Members of families separated by violence, detention, migration or disasters have difficulty staying in touch. The remains of people who died during violence or other crises are not always properly managed, and thus not identified and returned to the families concerned.

The countries in the region continue to cope with natural disasters.

**ICRC ACTION**

**Broadening awareness of IHL and the ICRC’s work**

The ICRC will expand its engagement with authorities, armed forces and security forces, and other decision makers to advance their understanding of – and cultivate acceptance and support for – IHL and the ICRC’s neutral, impartial and independent humanitarian work in the countries covered. It will broaden awareness of the Movement’s work in the region and will organize or provide support for IHL-themed events.

The ICRC will engage civil-society institutions that are capable of shaping national policies and will persuade them to incorporate IHL and humanitarian principles in their programmes. It will urge the media to cover humanitarian issues and the ICRC’s activities, as this will help the general public learn more about IHL and the ICRC.

The National Societies in Bhutan, India, Nepal and the Maldives will be given comprehensive support to develop their capacities and address humanitarian needs.

**Helping people to learn the fate of their relatives**

The National Societies in India, Nepal and the Maldives will be assisted to develop their capacities in restoring family links. The ICRC will help them incorporate family-links services in their emergency response and ensure that they manage personal data in line with the Movement’s internationally accepted standards for data protection. Family-links services will be provided to people separated from their relatives by violence, civil unrest, detention, migration or disasters. The National Societies in India and Nepal will be given support to produce informational materials publicizing these services.

The ICRC will urge the authorities, military and police forces, and forensic specialists in the region to manage human remains with future identification and prevention of disappearances in mind. It will recommend improvements to the analysis of
unidentified remains, and urge authorities to contact the families of people whose bodies remain unclaimed.

In India, the ICRC will continue to guide the International Centre for Humanitarian Forensics as it seeks to consolidate its reputation for expertise in humanitarian forensics. Together with the centre, the ICRC will provide support for the Indian authorities to develop a contingency plan for mass-casualty incidents and to incorporate it in the county’s disaster-management mechanism. It will urge the authorities in Bhutan, the Maldives and Nepal to develop a regional contingency plan for mass-casualty incidents and to incorporate it in their national plans for disaster response. National Societies in the region will be given training to manage human remains, especially during emergencies.

The ICRC will advise the parties concerned – in Bhutan, India, the Maldives and Nepal – to adapt their medico-legal frameworks to contemporary developments in managing human remains.

Urging the authorities to address the needs of people affected by past conflict in Nepal

The ICRC will reiterate to the Nepalese authorities the necessity of addressing the needs of people affected by the past conflict: that is, of assisting missing people’s families via the Commission on Investigation of Enforced Disappeared Persons (CIEDP), and victims/survivors of sexual and other violence through the Truth and Reconciliation Commission (TRC). The ICRC will give the CIEDP and the TRC support to create mechanisms for addressing these needs.

The ICRC will back the efforts of family associations and other stakeholders, and those of the Nepal Red Cross Society, to provide answers to missing people’s families and let them know about the government services available to them.

Making emergency care more accessible

The ICRC will seek to ensure that wounded and sick people in India receive life-saving care, especially in remote areas, or in areas where violence and disasters occur frequently. It will – doing so sometimes through the Indian Red Cross Society – help four hospitals, as well as medical professionals, security forces personnel and first responders, to develop their capacities in first aid, emergency trauma care and mass-casualty management.

In India, the ICRC will provide the National Society with technical support to sustain its provision of first aid; the same support will be given to the National Societies in Bhutan and the Maldives, at their request. During emergencies, the ICRC will be ready to provide ad hoc support (e.g. personal protective equipment and medical supplies) for the National Societies and pertinent institutions. It will also assist the National Societies in disseminating key messages on public health.

The ICRC will expand its engagement with various health institutions and other stakeholders to broaden their awareness of violence against health-care delivery and of mitigatory measures in this regard.

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
The ICRC began working in Pakistan in 1981 to assist victims of the armed conflict in Afghanistan. Through its dialogue with the authorities, it encourages the provision of medical services for violence-affected people, particularly the weapon-wounded. It fosters discussions on the humanitarian impact of violence and on neutral and independent humanitarian action, IHL and other relevant norms with the government, religious leaders and academics. It supports rehabilitation services for people with physical disabilities, while working with the Pakistan Red Crescent in such areas as first aid and family-links services.

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tr>
<td>Protection</td>
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<td>Assistance</td>
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<td>Cooperation with National Societies</td>
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<td>General</td>
<td>141</td>
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<td><strong>TOTAL</strong></td>
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Of which: Overheads 874

**PERSONNEL**

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<tr>
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<td>Mobile staff</td>
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<td>Resident staff</td>
<td>263</td>
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**ASSISTANCE TARGETS**

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td><strong>CIVILIANS</strong></td>
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<tr>
<td>Health</td>
<td>Health centres supported 14 structures</td>
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<td><strong>WOUNDED AND SICK</strong></td>
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<tr>
<td>Medical care</td>
<td>Hospitals supported 6 structures</td>
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<tr>
<td>Physical rehabilitation</td>
<td>Projects supported 17 projects</td>
</tr>
<tr>
<td>Water and habitat</td>
<td>Water and habitat activities 6 structures</td>
</tr>
</tbody>
</table>
SITUATION

- Military and police operations against armed groups continue in various parts of the country, particularly Balochistan and Khyber Pakhtunkhwa (hereafter KP).
- The evolving situation in Afghanistan (see Afghanistan) has contributed to increased tensions and sometimes led to confrontations along the border; it has also contributed to an increase in violence between military forces and armed groups in Balochistan and elsewhere.
- Significantly fewer incidents along the Line of Control separating Jammu and Kashmir, India and Pakistan-administered Kashmir have been reported since Pakistan and India signed a ceasefire agreement in 2021.
- Floods – characterized by the effects of climate change – have become more frequent and severe.
- Many families in Pakistan and the wider region are dispersed by migration, violence, natural disasters and/or other circumstances. Numerous migrants, including asylum seekers and refugees, pass through Pakistan on their way to Europe or the Middle East.

HUMANITARIAN CONCERNS

- Border clashes, or attacks by armed groups and security operations in response to such attacks, sometimes result in civilian casualties. Health services, including first aid and pre-hospital care, are not readily available in various parts of the country, and many hospitals struggle to cope with emergencies. Violence against health workers and facilities continues to be reported.
- People with physical disabilities often have difficulty obtaining appropriate care. Besides the consequences for their mobility, this often means that employment and education are beyond their reach. Some physical rehabilitation centres lack the resources to offer good-quality services or function independently.
- Mines and explosive remnants of war (ERW) continue to threaten people’s safety, particularly in KP.
- Severe and recurrent floods have caused deaths, displacement and separation of people from their families. They, and thousands of other family members that have been separated by migration or other circumstances, are seldom able to stay in touch or have no means of obtaining news about their missing relatives. There is no centralized system for assisting people to locate their missing relatives. Forensic capacities vary throughout the country and forensic activities are often uncoordinated; some providers are not sufficiently equipped to manage or identify human remains.
- International humanitarian organizations continue to have little operational presence in Pakistan, owing to security concerns and various administrative obstacles and government-imposed restrictions.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- broaden acceptance for its activities, emphasizing its added value as a humanitarian actor, and continue to promote IHL, in accordance with the headquarters agreement signed by the government and the ICRC in 1994;
- bolster the continuum of care for violence-affected people by advocating protection for health services, reinforcing support for first aid and pre-hospital care, and expanding support to health facilities and the national physical rehabilitation sector, with a view to ensuring their sustainability;
- strengthen engagement and communication with violence-affected communities in order to understand their needs more fully and respond more effectively; and
- enhance partnerships with the Pakistan Red Crescent, the authorities and other local actors, in order to extend the ICRC’s operational reach, and help the National Society undertake its activities effectively.

The delegation will continue to run a logistical hub in Peshawar to support ICRC operations in Pakistan, Afghanistan and elsewhere.
**ICRC ACTION**

**CIVILIANS**

Objective: People are able to obtain health-care services. They are protected from mines and ERW. Members of dispersed families are able to maintain contact and receive information about missing relatives.

Making health services more readily available to violence-affected people

In line with the goals of the Health Care in Danger initiative, the ICRC will draw attention to the necessity of ensuring the safety of those seeking or providing medical services (see Actors of influence).

The ICRC will increase its support for the authorities’ efforts to ensure the availability of good-quality health care in violence-affected communities and in areas affected by flash floods. It will extend its support to more primary-health-care facilities in Muzaffarabad that provide consultations and treatment for diabetics and people with non-communicable diseases. The ICRC will also help enable several primary-health-care centres in conflict-prone areas to strengthen their capacities in preventive and curative care – including antenatal/postnatal care and vaccinations – and in diagnosing and treating chronic diseases or mental illnesses. Patients needing urgent or advanced care will be transported to appropriate health facilities through ICRC-backed ambulance services. To help prevent the spread of COVID-19, the ICRC will continue to supply personal protective equipment (PPE) to personnel at some of the facilities and help the authorities to train local staff in promoting good health in communities.

Mitigating the threat of mines and ERW

The ICRC will continue to help local actors address the issue of weapon contamination. Together with the Pakistan Red Crescent, it will promote safe practices around mines/ERW in the communities affected, and collect data on mine/ERW-related incidents. It will train police and civil-defence personnel in managing unexploded ordnance, and emergency responders in providing suitable care to victims of mines/ERW.

Victims of mines/ERW will be referred for physical rehabilitation and other services (see Wounded and sick).

Enabling separated family members to reconnect

The National Society and the ICRC will seek to enhance their family-links services in order to help people separated from their relatives by migration, floods or other circumstances reconnect or, where possible, reunite with their families. The ICRC will help the National Society bolster its capacities in this regard, in line with Movement standards for data-protection. The two organizations will reinforce their efforts to broaden public awareness of the Movement’s family-links services.

The ICRC will continue to support the development of local forensic capacities, in order to ensure that the remains of people who died along migration routes, or during emergencies, are handled in line with best practices.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF FAMILY LINKS**

**PROTECTION**

- together with the National Society whenever possible, help people reunite with their families and/or help facilitate requests for repatriation, where appropriate

With the National Society:

- assess the needs of people separated from their relatives by emergencies and other circumstances, and offer them family-links services, such as phone or video calls, tracing and family visits; set up a website for tracing requests
- conduct information sessions in urban and rural communities – notably those hosting refugees and other migrants – on preventing loss of family contact during migration or other circumstances, and/or making use of the Movement’s family-links services; publicize these services through traditional and social media

**FORENSICS**

- help one laboratory conduct an assessment of their procedures, with a view to bringing them in line with international standards; sponsor some of their staff to attend symposiums and training in forensics
- organize courses for emergency responders, in documenting and managing human remains, and for medico-legal professionals, in conducting autopsies and other technical areas
- familiarize government representatives, notably judicial officials, and police officers with the management of human remains in accordance with best practices
- supply PPE and other material assistance, as needed, to hospitals and forensic institutions, including those in remote areas
- conduct assessments and, where needed, upgrade and/or help construct mortuaries at ICRC-supported hospitals
- organize meetings with the pertinent officials, with a view to finalizing and implementing mechanisms for disaster management and national guidelines for managing human remains, notably during large-scale emergencies; conduct a national training course for military and police officers, first responders and rescue workers in this regard

**HEALTH**

| Health centres supported | 14 structures |

- give up to 14 primary-health-care facilities support for providing good-quality care; more specifically:
  - provide medical supplies and equipment to nine primary-health-care centres; at three of these centres, provide equipment and other material support (e.g. medicine, PPE) specifically for treating diabetes and other chronic medical conditions; train health staff to treat non-communicable diseases and manage diabetes and complications associated with it; help the authorities to train local partners in promoting good health
hygiene, conducting information sessions on diabetes, and preventing the spread of airborne diseases

- stand ready to provide up to five health facilities with material support (e.g. medicine) during emergencies
- help facilitate the referral of patients needing advanced care; provide financial, material (e.g. fuel) and technical support for ambulance services

**WEAPON CONTAMINATION**

- provide training – and, as necessary, supplies and equipment – to:
  - police and civil-defence personnel, to identify, mark and clear weapon–contaminated sites
  - emergency responders, to work safely around hazardous materials and provide care for blast–trauma victims

With the National Society:

- train journalists, teachers, religious scholars and community focal points to make safe practices around mines/ERW more widely known in their communities; disseminate key messages in this regard through social media
- conduct information sessions on mine risks in communities endangered by mines/ERW
- collect and manage data on mine/ERW-related incidents, and on areas contaminated by mines/ERW

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide the National Society with training and/or technical and financial support to strengthen its provision of family-links services, particularly in response to natural disasters and other emergencies
- train National Society staff in safe practices around mines/ERW, and in collecting and managing data on weapon contamination

**WOUNDED AND SICK**

Objective: People wounded in fighting or by mines or ERW, or injured during natural disasters, receive the care they need. People with disabilities have access to physical rehabilitation and are able to integrate into their communities.

**Strengthening the provision of emergency care**

The ICRC will endeavour to support the authorities’ efforts to strengthen the provision of first aid and emergency services in order to reinforce the continuum of care in Pakistan. It will help organize training and provide financial support to this end. In coordination with the health ministry and/or the Pakistan Red Crescent, the ICRC will also seek to strengthen local capacities in first aid and pre-hospital care for violence-affected people in Balochistan, KP and elsewhere. It will continue to expand support for making emergency treatment available to wounded and sick people in violence–affected areas. Emergency departments at six hospitals will be given support regularly to strengthen their capacities in emergency care. The ICRC will also help the authorities – by making training and courses available – to enable health workers to become more capable of responding effectively to mass–influxes of people needing medical attention.

The ICRC will continue to help the authorities to build capacities in maintaining and repairing hospital infrastructure, with a view to helping them sustain these activities independently. ICRC–supported infrastructural upgrades will help hospitals and physical rehabilitation centres to improve patient flow, ensure a sanitary environment, and prevent and control infections.

**Helping the national physical rehabilitation sector work towards sustainability**

To help ensure access for people with disabilities to suitable care, the ICRC will maintain its support for physical rehabilitation centres in violence–affected areas, and for regional rehabilitation hubs with large catchment populations. It will assist the centres to strengthen internal control–and–reporting mechanisms; build up capacities among administrative, technical and clinical staff; and raise funds. The ICRC will also help one centre to put into practice a digital information–management tool, with a view to extending its use to other physical rehabilitation centres in Pakistan.

The ICRC will continue to work with Rehab Initiative – a government–registered private entity that is gradually taking over, from the ICRC, the task of distributing prosthetic and orthotic components and raw materials to partner organizations – to help ensure the sustainability and self–sufficiency of the national rehabilitation sector. The ICRC will also seek to advance the social inclusion of people with disabilities, in partnership with local organizations.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- together with the health authorities and/or the National Society, strengthen local capacities in first aid and pre-hospital care; more specifically:
  - provide first–aid training for civilians; help organize basic and advanced courses on first aid for first responders and health personnel
  - give the authorities technical support and funding to help health facilities improve their capacity to stabilize patients prior to evacuating them to hospitals for advanced care
  - give an emergency response organization technical and other support to help expand their capacities in providing emergency care; facilitate coordination between emergency response teams, the National society and referral hospitals; help upgrade or maintain ambulances
- support the emergency departments at six hospitals; in particular:
  - give the authorities support for organizing training for health professionals in basic emergency care, trauma care, mass–casualty management and wound surgery
  - help them to update their contingency plans for mass–casualty situations and run simulations, and bolster their emergency–referral systems
• donate medical equipment; train hospital staff in the use of such equipment
• help maintain, renovate or build hospital infrastructure (see below)

PHYSICAL REHABILITATION

Projects supported
17 projects

A give up to 17 physical rehabilitation centres technical, financial and material support – including locally produced assistive devices – to improve their services and treat up to 22,170 people with disabilities; more specifically:

• cover treatment and transportation costs for some patients, including children with clubfoot
• at one of these centres, train staff in the use of a digital system for collecting and storing patients’ medical records, and give them the equipment necessary
• organize administrative, technical and clinical training, and conduct mentoring visits to ICRC-supported centres
• provide some centres with support for outreach in remote areas

A support institutes that offer training in prosthetics and orthotics; provide scholarships for students to study orthotics in Pakistan and elsewhere; enable selected staff to present papers on orthotics at international conferences

A enable Rehab Initiative to work towards operating independently; give it technical, material and financial support to:

• establish and maintain a national supply chain for the components and raw materials needed to make prostheses and orthoses
• organize training courses for physical rehabilitation professionals
• deliver specialized physical rehabilitation services

A together with local organizations, and some of the centres mentioned above, help advance the social inclusion of people with disabilities; more specifically:

• at events with local authorities and other stakeholders, draw attention to key issues faced by people with disabilities; help organize events to mark the International Day of Persons with Disabilities
• enable people with disabilities to get an education or obtain vocational training, or give them cash grants to start small businesses
• with local partners, help establish channels for referring people to social-inclusion programmes

WATER AND HABITAT

Water and habitat activities
6 structures

A at ICRC-supported hospitals and physical rehabilitation centres (six facilities in all), maintain, renovate or build waste-management systems or other facilities; train personnel to maintain these

SUPPORT FOR THE NATIONAL SOCIETY

A provide the National Society with technical and financial support to strengthen its first-aid, referral and ambulance services

ACTORS OF INFLUENCE

Objective: The authorities, the armed forces and the security forces understand and respect IHL and other applicable norms, and incorporate them in their decision-making. Members of civil society help foster awareness of IHL and humanitarian issues among the public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work.

Cultivating acceptance for the ICRC and its work
The ICRC will seek to enhance its engagement with the authorities, armed and security forces, and members of civil society, in order to broaden acceptance and support for its work. It will also emphasize the necessity of preventing attacks against medical personnel and facilities, ensuring the availability of essential services, and addressing the needs of separated families. It will continue to publicize its activities and projects, including those it carries out with local institutions and organizations, and seek to strengthen, through social media and other means, its direct engagement with violence-affected communities. It will also remain in contact with members of the media, to urge them to cover issues of humanitarian concern, and will use digital media to reach a wider audience.

In line with the goals of the Health Care in Danger initiative, the ICRC and its local partners will reinforce their efforts to raise awareness of the necessity of protecting health-care facilities and workers from violence; advocate the enactment and implementation of laws to this end; and develop evidence-based measures to prevent and cope with attacks.

Advancing understanding of IHL and its implementation
The ICRC will continue to pursue dialogue and partnerships with policymakers, scholars, academic institutions and think tanks, with a view to strengthening their grasp of IHL, cultivating expertise in it, and bolstering efforts to incorporate key IHL provisions in domestic law. It will encourage Islamic

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
leaders, scholars and teachers to contribute to public discourse on the points of correspondence between Islamic jurisprudence and IHL.

The Pakistani military and police conduct security operations within the country; the military participates in peacekeeping missions elsewhere. The ICRC will continue to promote respect for IHL and other applicable norms, and for internationally recognized standards for law enforcement, among armed forces and security forces personnel.

**PLAN OF ACTION AND INDICATORS**

- **Protection**
  - engage authorities, armed forces and security forces personnel, and members of civil society in dialogue, and organize events for them, on the ICRC’s mandate and activities and on issues of humanitarian concern
  - pursue partnerships with scholars, academic institutions, think tanks and Islamic circles to promote IHL and encourage instruction and research in it
  - provide training for military and police officers in IHL and other pertinent norms, and in internationally recognized standards for law enforcement, as applicable; offer them technical advice for integrating these norms and standards into their doctrine, training and operations; sponsor some of them to attend related events in Pakistan and elsewhere
  - work with different stakeholders to prevent violence against health services; in particular:
    - urge the pertinent authorities and institutions to enact laws or implement policies to this end; help broaden awareness of these laws and policies
    - advocate development and implementation of activities to protect health services, such as training for health workers in defusing threats and medical ethics, and for ambulance personnel in mitigating safety risks
    - maintain campaigns to advocate respect and protection for health services
  - maintain an active presence on digital and other media; organize information campaigns, community-engagement initiatives, and events focused on the ICRC’s work
  - provide the National Society with training and other support to strengthen its capacities in public communication and fundraising activities

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Pakistan Red Crescent has a strong legal basis for independent action and carries out its activities effectively. The activities of Movement components are coordinated.

The National Society and the ICRC will reinforce their partnership and continue to respond to people in need (see **Civilians** and **Wounded and sick**). As in past years, the National Society will receive support for carrying out its activities – in particular, first aid, mine-risk education and restoring family links – in line with the Safer Access Framework.

Movement components in the country will continue to work closely together to increase the impact of their activities and extend their operational reach.

**PLAN OF ACTION AND INDICATORS**

- **Protection**
  - provide the National Society with financial, material and technical support to bolster its operations
  - facilitate the National Society’s organizational development by offering guidance in such areas as finance, logistics and human-resources management, including volunteer management
  - enable the National Society to advance incorporation of the Safer Access Framework in its policies and standard procedures, and its application of the framework to its activities
  - help develop, strengthen and/or implement Movement partnerships and coordination tools and mechanisms; meet with Movement partners regularly
In the Philippines, where the ICRC has had a permanent presence since 1982, the delegation works to protect and assist civilians displaced or otherwise affected by armed conflict and other situations of violence. It reminds all parties concerned of their obligations under IHL or other relevant norms. It visits people deprived of their freedom, particularly security detainees, and helps the authorities improve conditions in prisons through direct interventions and support for prison reform. With the Philippine Red Cross, it assists displaced people and vulnerable communities and promotes compliance with IHL.

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection</td>
<td>6,449</td>
</tr>
<tr>
<td>Assistance</td>
<td>12,255</td>
</tr>
<tr>
<td>Prevention</td>
<td>2,255</td>
</tr>
<tr>
<td>Cooperation with National Societies</td>
<td>1,896</td>
</tr>
<tr>
<td>General</td>
<td>242</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>23,096</strong></td>
</tr>
<tr>
<td><strong>Of which: Overheads</strong></td>
<td><strong>1,410</strong></td>
</tr>
</tbody>
</table>

**PERSONNEL**

- Mobile staff: 40
- Resident staff: 268

**ASSISTANCE TARGETS**

**CIVILIANS**

**ECONOMIC SECURITY**

- Food consumption: 1,500 people
- Income support: 4,600 people
- Living conditions: 1,500 people

**WATER AND HABITAT**

- Water and habitat activities: 26,000 people

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**WATER AND HABITAT**

- Water and habitat activities: 15,600 people

**WOUNDED AND SICK**

**MEDICAL CARE**

- Hospitals supported: 23 structures

**PHYSICAL REHABILITATION**

- Projects supported: 7 projects

**WATER AND HABITAT**

- Water and habitat activities: 10 structures
SITUATION

- In Mindanao, the southernmost region of the country, the Armed Forces of the Philippines (AFP) continue to fight the Bangsamoro Islamic Freedom Fighters, the Abu Sayyaf Group and other smaller Moro armed groups. The AFP sometimes coordinates its operations with the Moro Islamic Liberation Front (MILF) or the Moro National Liberation Front (MNLF), particularly in the Bangsamoro Autonomous Region in Muslim Mindanao (hereafter Bangsamoro), which was created as part of a peace agreement.
- The MILF and the MNLF take part in governing Bangsamoro, which continues to grapple with the consequences of past hostilities in Marawi; demobilization of MILF combatants is in progress.
- Armed encounters between the AFP and the New People’s Army continue to take place in Mindanao and in remote areas of the Luzon and Visayas regions. Clashes among feuding clans have also been reported.
- Disputes over maritime areas in the South China Sea remain unresolved.
- Irregular Filipino migrants continue to be deported from Sabah in Malaysia.

HUMANITARIAN CONCERNS

- Clashes between the AFP and various armed groups continue to cause casualties, displace people, damage or destroy civilian property, and disrupt livelihoods. The threat of intensified violence impedes the repair and construction of water systems, health clinics and electrical grids in some communities. There are reports of health facilities being occupied by combatants. Schools are damaged, destroyed or turned into evacuation centres during hostilities and natural disasters. Repeated displacement and lack of resources disrupt children’s education.
- Many people displaced during the 2017 conflict in Marawi remain in temporary shelters with poor living conditions, including inadequate water and sanitation facilities. They are vulnerable to sexual abuse and other forms of violence. Families continue to search for missing relatives. They often do not have the means to meet their psychosocial, financial and other needs.
- Many conflict-affected people are impoverished; thousands of IDPs, in underserved or hard-to-reach areas, struggle with food insecurity, lack of access to a reliable supply of water and other essential services, and limited livelihood opportunities. Many are without identity papers and other documents necessary to obtain government assistance.
- Detention facilities are severely overcrowded – partly because of bottlenecks in judicial processes – and are unable to provide adequate health services. Detainees endure dire conditions in dilapidated prisons and are at great risk of contracting diseases like scabies, TB and COVID-19.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- reinforce dialogue with the authorities on the safety-related concerns of civilians affected by armed conflict and other situations of violence in Mindanao; expand dialogue with the authorities, government forces and other weapon bearers on the relevance of IHL and other applicable norms; broaden engagement with humanitarian organizations and other actors, to gather support for its work;
- pursue closer engagement with people affected by armed conflict and other violence to learn more about their needs and deliver timely and flexible assistance; and to help – by means of a multidisciplinary approach – communities, particularly in underserved or hard-to-reach areas, recover from or build their resilience to the effects of violence;
- open up access for them to water, sanitation, health care, education and other essential services;
- urge authorities to bring detainees’ treatment and living conditions up to internationally recognized standards and offer them technical assistance; aid judicial and structural reforms for tackling overcrowding in prisons and other systemic issues; and
- support the efforts of the Philippine Red Cross to work safely – and in accordance with the Fundamental Principles – in conflict-affected areas; work with them in delivering a holistic humanitarian response; strengthen collaboration with Movement partners to ensure a coordinated response to persistent and/or large-scale humanitarian needs.
**ICRC ACTION**

**CIVILIANS**

**Objective:** Civilians’ rights are respected and they are protected by all those involved in armed conflict or other violence, in accordance with IHL, other applicable domestic and international laws, and humanitarian principles. Residents and IDPs have access to essential services and the means to recover or preserve their livelihoods. People are able to restore or maintain contact with their relatives or ascertain their fate if they are missing.

**Addressing the protection-related concerns of civilians**

The ICRC will increase its proximity to communities affected by armed conflict and other violence – in Mindanao and in remote areas of Luzon and Visayas – to monitor their situation more closely and to provide a sustainable multidisciplinary response to the humanitarian needs of IDPs and other conflict-affected people. It will bring their safety-related concerns to the attention of authorities and weapon bearers, and urge them to address these concerns. It will remind them of their obligation under IHL to protect civilians and civilian objects, and to facilitate safe access to humanitarian aid and essential services, including health care and education. The ICRC will discuss international policing standards and applicable legal norms with military and police personnel.

Together with health professionals, and NGOs and other civil–society groups, the ICRC will advocate protection for health facilities and people seeking or providing health care, in accordance with the goals of the Health Care in Danger initiative (see also *Wounded and sick*). It will mobilize authorities and others to deal with the disruption of education caused by violence, natural disasters and other emergencies. Some children in violence–affected areas, including children of missing people, will be given financial assistance to continue their education.

The ICRC will engage law enforcement authorities in dialogue on mandatory reporting of sexual violence, in line with the “do no harm” principle. It will provide victims of violence with information on the services available to them and refer those most vulnerable for financial assistance, health care and other services. Victims/survivors of sexual violence will be referred to ICRC-supported hospitals (see *Wounded and sick*).

**Enabling people to restore contact with relatives or learn their fate**

The Movement’s family–links services will remain available to families separated by violence, detention, natural disasters, migration and/or other circumstances. The ICRC will continue to build the Philippine Red Cross’s capacity to provide such services and publicize their availability.

Authorities will be reminded of the necessity of ascertaining the fate of people missing in connection with the Marawi conflict and of preventing disappearances during conflict, migration and natural disasters. Forensic workers will be given technical guidance and training to exhume and identify human remains from two burial sites in Marawi. The ICRC will facilitate the handover of the remains to the families concerned. It will maintain contact with missing people’s families to learn more about their needs and inform them of the services available to them. It will maintain the accompaniment programme, launched in 2020, to provide missing people’s families with comprehensive support, including educational assistance and mental–health and psychosocial support.

The ICRC will help forensic investigators (mainly police personnel), health authorities, weapon bearers and others to develop their ability to manage human remains during mass-casualty incidents, in line with forensic best practices.

**Strengthening resilience among IDPs and other vulnerable people**

Together with the National Society, the ICRC will respond to the needs of people affected by armed conflict and other violence. Particular attention will be paid to IDPs, returnees and host communities in areas comparatively inaccessible to others, where the ICRC’s added value is therefore greatest.

Food, essential household items, hygiene kits and cash will be distributed to conflict–affected households, to help them meet their immediate needs during emergencies. The ICRC will strive to reduce economic vulnerability in conflict–affected communities, assist their recovery from the effects of violence, and build their resilience.

The ICRC will seek to address mental–health and psychosocial needs in communities affected by armed conflict and other violence. It will urge health and other authorities to incorporate psychological care in the health–care system, particularly for conflict–affected people. Mental–health professionals, health workers, community leaders and others will receive support for psychological self–care and for providing mental–health and psychosocial support to victims of violence, including victims/survivors of sexual violence, people with disabilities, and missing people’s families.

Together with the National Society, the ICRC will make repairs or upgrades at shelters, and at water and sanitation facilities, for IDPs in conflict–affected areas of Mindanao. It will – in coordination with the authorities, local water providers and other organizations – complete the rehabilitation work (e.g. replacement of pipes and pumps) it undertook for the Marawi City Water District (MCWD). It will give the National Society support for promoting good hygiene, and work with them to upgrade water–supply systems at the temporary shelters in Marawi to make clean water more readily available.

The ICRC will seek to involve local authorities and community organizations in designing and supervising the activities mentioned above, with a view to reinforcing both their capacities and the sustainability of these efforts. It will give the National Society the support necessary to develop its ability to deliver humanitarian services during armed conflict and other violence.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- Remind all parties to armed conflict or other violence of their responsibilities under IHL and other applicable norms; document and follow up, with the parties concerned, allegations of IHL violations and other misconduct during hostilities or law enforcement operations.
urge weapon bearers and others to ensure safe access to schools; provide financial assistance or scholarships for conflict-affected children, including children of people missing in connection with the Marawi conflict

organize information sessions and round tables for weapon bearers on the goals of the Health Care in Danger initiative; provide the AFP with technical support to develop a protocol for preventing the obstruction of medical services

refer victims of violence, including victims/survivors of sexual violence, for financial, legal and administrative assistance, and psychosocial support; provide capacity-building and material support for facilities documenting instances of sexual violence (see Forensics below)

PROTECTION OF FAMILY LINKS

engage the authorities and others in dialogue on ascertaining the fate of missing people, implementing measures to prevent disappearances, the applicability of certain legal frameworks, and other related subjects; offer them guidance and other support; remind them that missing people’s families have a right to be kept abreast of developments in the search for their relatives

meet with missing people’s families periodically to give them useful information and gather their views on the ICRC’s services, in order to adapt those services as needed; refer them for financial, legal, and administrative assistance, and psychosocial support

communicate the needs of missing people’s families to relevant actors and mobilize them to provide the necessary assistance; organize events to mark the International Day of the Disappeared

With the National Society:

provide RCMs, tracing and other family-links services – in accordance with data-protection standards – to people separated from their families; publicize these services in communities, through information sessions and other means

FORENSICS

give the authorities comprehensive support for exhuming and identifying human remains from two burial sites in Marawi, and for handing them over to the families concerned; help expedite the issuance of death certificates

conduct information sessions and distribute informational materials on the processes for resolving missing-persons cases (exhumation, collection of biological samples, etc.)

advocate – among the local authorities, forensic professionals, weapon bearers and others – the reviewing of policies and procedures pertaining to the proper management of human remains; train them in forensic best practices; sponsor some of them to attend conferences or seminars in other countries

donate equipment and supplies (e.g. body bags) to forensic facilities, and places of detention when necessary

ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Food production</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,500 people</td>
<td>7,500 people</td>
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</table>

With the National Society:

during emergencies, make a one-off distribution of food parcels to up to 1,500 people (300 households), including missing people’s families, people with disabilities and victims/survivors of sexual violence; give up to 1,500 people (300 households) hygiene items, cooking utensils and other household items

give up to 920 households (4,600 people) cash to help them cover unavoidable expenses such as medical bills, school fees and basic household needs; provide some of them with cash grants and/or vocational training to start or restore their livelihoods

enable up to 7,500 conflict-affected people (1,500 households) – including farmers, fishermen and returnees – to produce more food; give them seed and farming tools or fishing kits; donate machinery to farming cooperatives and train farmers in the use of the machinery and in organic farming

HEALTH

train health workers and others in psychological self-care and in mental-health and psychosocial support for violence-affected people, including victims/survivors of sexual violence, people with disabilities, missing people’s families and ex-detainees; at health facilities and counselling centres, provide – directly or through ICRC-trained health workers – mental-health care and psychosocial support for up to 300 violence-affected people; subsidize medical expenses for some of them

WATER AND HABITAT

<table>
<thead>
<tr>
<th>Water and habitat activities</th>
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</thead>
<tbody>
<tr>
<td>26,000 people</td>
</tr>
</tbody>
</table>

With the National Society:

in coordination with other actors, repair some of the MCWD’s pumping stations and replace some of its pipes, for the benefit of some 18,500 people; provide technical guidance for maintenance staff

provide the agriculture department with financial or other support to repair or construct storage or post-harvesting facilities in conflict-affected communities

work with local authorities and community members to repair essential infrastructure (e.g. shelter, water and sanitation facilities), for the benefit of up to 7,500 IDPs, returnees and other vulnerable people
SUPPORT FOR THE NATIONAL SOCIETY

- give National Society staff and volunteers training, and financial, material, and/or technical support, to expand their capacities in delivering aid and providing family-links services – in response to needs generated by conflict, migration or other circumstances – and in conducting hygiene-promotion campaigns and implementing water and sanitation projects in Marawi.

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. Judicial guarantees, including the right to trial without undue delay, are respected. Detainees are able to maintain contact with their families.

Monitoring the treatment and living conditions of detainees

The ICRC will continue to visit, in accordance with its standard procedures, people held in places of detention run by various detaining authorities, such as the Bureau of Jail Management and Penology (BJMP), the Bureau of Corrections and the Philippine National Police. It will pay close attention to the treatment of security detainees and detainees with specific needs, such as women, minors and the mentally ill. Findings from these visits will be communicated confidentially to the detaining authorities, in order to help them improve detainees’ treatment and living conditions.

The ICRC will seek to broaden understanding of its detention-related activities among prison authorities, judicial officials, government representatives and others, with a view to gaining access to all detainees within its purview.

The ICRC’s family-links services will remain available to all detainees who wish to contact their relatives, including people detained in connection with armed conflict or other violence. The ICRC will cover transport costs for in-person family visits, and donate mobile-connection credit for phone and video calls between security detainees and their families.

Supporting the authorities’ efforts to address structural issues in the prison system

The ICRC will urge authorities and other stakeholders to implement judicial and policy reforms to address the systemic issues causing congestion in prisons. At certain BJMP prisons, the ICRC will assist in speeding up judicial proceedings for people held in lengthy pre-trial detention, for instance, by giving paralegals technical support and donating tablet computers for virtual hearings.

The ICRC will give the BJMP and the Bureau of Corrections expert advice to become more capable of meeting detainees’ needs and managing detention facilities in accordance with internationally recognized standards. It will focus on helping them to make improvements in certain areas: recruiting and training staff; planning and designing prisons; building capacities among paralegals; and making adequate and timely health care more widely available. It will urge lawmakers and other pertinent authorities to provide detaining authorities with the funds and other support necessary to improve their facilities.

Improving access to health care in detention

The ICRC will continue to pay close attention to checking the spread of diseases like TB, scabies and COVID-19, as these are major health concerns linked to overcrowding in prisons. Detaining authorities will be given the tools and training necessary to monitor the prevalence of disease at all places of detention in the country. The ICRC will help set up health stations at selected jails to ensure timely medical attention for detainees; prison clinics, and hospitals treating detainees, in Manila and Mindanao will be given material support. The ICRC will remain prepared to assist the authorities in addressing disease outbreaks and other public-health emergencies in prisons.

The ICRC will carry out infrastructural projects to help mitigate the effects of overcrowding at selected prisons and make the prisons more resilient to climate change.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- visit detainees and assess their living conditions, especially at severely overcrowded prisons; communicate findings and recommendations confidentially to the authorities
- conduct follow-up visits and provide ad hoc assistance (e.g. hygiene and recreational items) for vulnerable and newly released security detainees; if necessary, refer them to specialized providers of medical care and psychosocial support (see Civilians)
- organize information sessions for detaining and judicial authorities on the ICRC’s standard procedures for conducting prison visits
- organize meetings with detaining and national authorities and others, and counsel them on these subjects: reducing congestion in prisons; safeguarding judicial guarantees; and documenting and preventing ill-treatment, particularly in the early stages of detention
- provide BJMP paralegals with technical assistance for producing informational materials and coordinating with courts and others; provide expert advice for the task forces set up by judicial authorities to address lengthy pre-trial detention; help facilitate online judicial hearings by donating tablet computers and/or mobile-connection credit
- provide technical guidance and/or training in best practices in prison management – locally or elsewhere – to penitentiary authorities and prison staff
- enable security detainees to get in touch with their families through RCMs, and by donating communication devices, and mobile-connection, for phone and video calls; organize in-person family visits that take COVID-19 prevention measures into account; give security detainees assistance to return home after their release
HEALTH

- provide supplies, technical support, and/or equipment for some 12 prison clinics; give vulnerable detainees ad hoc assistance and refer them for physical rehabilitation and/or psychosocial support (see Civilians)
- give penitentiary and health authorities support for implementing institutional policies for health care in detention, in line with international standards
- give the BJMP tools, and guidance and training, to manage data on detainees’ health and to detect and monitor outbreaks of disease; guide the BJMP in setting up health-care stations
- provide ad hoc support for prisons and referral hospitals during disease outbreaks; coordinate emergency response with health authorities and other actors
- conduct or sponsor training for nurses, prison managers and health staff in dealing with common health-related issues in detention, including preventing and controlling infections; sponsor policymakers and prison health staff to attend courses or conferences in other countries

WATER AND HABITAT

- Water and habitat activities
  - 15,600 people

- provide the BJMP and the Bureau of Corrections with expert advice and training to enforce standards for planning, designing and constructing prisons that are resilient to adverse climatic conditions
- repair or install/construct ventilation systems, and water, sanitation, health and/or other facilities, at selected prisons, for the benefit of up to 15,600 detainees

WOUNDED AND SICK

Objective: People wounded during armed conflict or other violence, and sick people in violence-affected areas, receive adequate medical care. People with disabilities have access to physical rehabilitation.

Supporting the continuum of care

The ICRC will continue to disseminate key messages of the Health Care in Danger initiative among authorities, weapon bearers, community members and others, to help ensure an unbroken chain of care for the wounded, safeguard health facilities, and protect medical workers from discrimination and attacks.

The ICRC, in cooperation with the Philippine Red Cross, will facilitate access to timely medical care for wounded people in areas of Mindanao most affected by armed conflict. It will conduct first-aid training and/or train-the-trainer courses in basic emergency care for weapon bearers, health workers and volunteers. The aim is to increase the likelihood of wounded people being brought to hospitals in a timely manner. The main hospitals (e.g. provincial, regional or district hospitals) in conflict-affected areas will be given material support, staff training and/or equipment to raise the quality of treatment for wounded people. The ICRC will subsidize treatment costs for wounded people, including their expenses for psychosocial support and physical rehabilitation. Victims/survivors of sexual violence will be able to obtain clinical treatment, including post-rape care and counselling at ICRC-supported referral hospitals. In the event of a mass-casualty incident, the ICRC will provide ad hoc support to first-aid posts, evacuation centres and additional hospitals.

Hospitals in Mindanao will be given assistance for repairing their water and electrical systems and emergency rooms, thereby improving their services for wounded people and other patients requiring timely medical care. Renovations will be undertaken at referral hospitals, to repair emergency rooms and to set up consultation rooms for victims/survivors of sexual violence and child victims of violence.

The ICRC will continue to assist people with disabilities to obtain good-quality physical rehabilitation at the Davao Jubilee Foundation (DJF). It will provide similar support to other centres in order to broaden their access to such services in Visayas and Mindanao. It will seek to advance the social inclusion of people with disabilities through disability sports, referrals for livelihood assistance, education and psychosocial support; it will enter into partnerships with health authorities and NGOs to this end.

The National Society and health authorities will be given support to conduct vaccination campaigns against COVID-19, or to respond to other public-health concerns, in conflict-affected areas.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE

- Hospitals supported
  - 23 structures

- provide medical supplies and/or equipment regularly to up to eight hospitals in Mindanao; give ad hoc material support to 15 other hospitals, and to other health facilities and first-aid posts
- supply 12 of the hospitals mentioned above with post-rape kits or other support; at four of these hospitals, renovate or construct consultation rooms for victims/survivors of sexual violence (see Water and habitat)
- train health staff at ICRC-supported facilities to provide the necessary medical care and psychosocial support for victims of violence, including victims/survivors of sexual violence, and to identify and refer people in need of psychosocial support (see Civilians)
- train doctors, nurses and other health professionals in emergency care and in preventing and controlling infections; organize courses in trauma care and clinical management for health professionals

With the National Society:
- organize first-aid training, and provide the necessary equipment, for around 300 health staff, first responders,
community volunteers and weapon bearers; during these training sessions, or at dissemination sessions in communities, conduct information sessions on protection for medical services

- emphasize with the relevant actors the importance of facilitating the timely and unimpeded transport of wounded and sick people in conflict-affected communities to medical facilities, in line with medical ethics

**PHYSICAL REHABILITATION**

- give the DJF, and up to two other rehabilitation centres, financial and other support to buy assistive devices and provide physiotherapy, to benefit 500 people with disabilities
- cover expenses for food, transportation and accommodation for patients seeking physical rehabilitation at ICRC-supported centres; refer those requiring mental-health and psychosocial support to ICRC-supported providers of such care (see above)
- help the DJF mobilize resources and gain support for its operations; train their staff and sponsor some of them to attend seminars in other countries, and/or provide them with scholarships to help them earn a degree in prosthetics and orthotics
- work with the health and social welfare departments and two institutions – a school for prosthetics and orthotics and an organization supporting disability sports – to broaden awareness of issues in the physical rehabilitation sector and to advance the social inclusion of people with disabilities

**WATER AND HABITAT**

- at nine hospitals, repair or construct water, electrical and other basic facilities, including emergency rooms and consultation rooms for victims/survivors of sexual violence
- build a dormitory for patients at the DJF

**ACTORS OF INFLUENCE**

Objective: The authorities and all weapon bearers understand and respect IHL and other basic rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media, religious circles, universities and other key members of civil society help foster awareness of humanitarian issues and IHL among all parties concerned and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

**Broadening awareness of IHL and other applicable norms**

The ICRC will seek to strengthen engagement with local and national authorities, government forces and other weapon bearers, and members of civil society, with a view to broadening acceptance for IHL and for the ICRC’s neutral, impartial and independent humanitarian work, and improving its access to people in need. It will continue to strive to advance understanding of IHL and other applicable norms, seek to broaden respect for them, and advocate their integration into the doctrine, training, operations and sanction mechanisms of the armed forces and the police.

The ICRC will provide the authorities and the national IHL committee with expert assistance to ratify and/or implement IHL-related treaties, such as the Treaty on the Prohibition of Nuclear Weapons, the Arms Trade Treaty, and the Hague Convention on Cultural Property. It will follow developments in the drafting, passing or implementation of laws that may affect or impede humanitarian action, and communicate to lawmakers its views on such legislation. It will help the authorities, members of the judiciary, and other decision makers add to their knowledge of IHL, and make its expertise available for various purposes: for instance, implementation of a domestic law protecting children during armed conflict and the drafting of a handbook on IHL and other relevant laws for Bangsamoro officials. The ICRC will seek to develop local interest and expertise in IHL through extended contact with academics capable of influencing policymakers and the development of IHL in the Philippines. It will continue to run a certificate course in Islamic law and IHL, and to translate relevant Arabic publications into local languages, to overcome misconceptions on these subjects.

**Fostering support for the ICRC’s work**

The ICRC will discuss humanitarian issues of pressing concern with key regional and global actors in the Philippines, such as think tanks and international organizations. In all its contact with influential members of civil society, including members of the media and religious leaders, the ICRC will draw attention to the situation of IDPs in Mindanao; the necessity of ensuring safe access to health care; chronic issues of concern in the penitentiary system; climate change; and the importance of according dead bodies and human remains the dignity and respect to which they are entitled. It will continue to make use of digital media to raise awareness of its work among the general public. The Philippine Red Cross will receive ad hoc support for conducting seminars or workshops for its staff (e.g. on combating misinformation and disinformation) and for other awareness-raising initiatives.

The ICRC will visit conflict-affected communities regularly to learn more about their needs and concerns (see also Civilians); these visits will be supplemented by informational materials in local languages. It will promote the use of the RedSafe platform, which provides information on safety measures and humanitarian aid, and a digital vault for personal documents. Violence-affected people will be able to use the ICRC’s community contact centre to communicate their views and suggestions and learn about the humanitarian services

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
available to them. Their views and suggestions communicated through other channels (e.g. social media, SMS) will be consolidated and followed up at the centre, and the ICRC will adapt its activities in light of their feedback.

**PLAN OF ACTION AND INDICATORS**

- Organize workshops, training courses and other events or activities for military and police officers, and other weapon bearers; guide them in integrating IHL and other applicable norms into their operations
- Provide lawmakers, government officials and the national IHL committee with expert advice and other support to ratify treaties and draft or implement IHL-related laws; conduct workshops or seminars on IHL and other norms for lawmakers, judges, academics, and others
- Organize meetings and other events on pressing humanitarian issues for religious and community leaders, academics, and others; organize IHL courses and a moot court competition for students
- Engage with members of the media and publicize the activities of both the ICRC and the National Society
- Provide pertinent information, and gather views and suggestions from violence-affected people, through the community contact centre and other platforms
- Provide the National Society with support for conducting information sessions and other public-communication initiatives

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Philippine Red Cross has a strong legal basis for independent action. It is able to carry out its core activities effectively. The activities of all Movement components are coordinated.

The National Society has many branches throughout the country, including in conflict-affected areas of Mindanao. It is usually the first organization to respond – through its community-based Red Cross Action Teams – to natural disasters and other emergencies. The ICRC will continue to strengthen its partnership with the National Society and to provide it with various forms of support for reinforcing its capacities in mounting a timely humanitarian response safely in conflict-affected areas, in line with the Fundamental Principles; and for promoting IHL and the Movement’s work.

To maximize the impact of the Movement’s response, the ICRC, together with the National Society, will coordinate its activities with those of the International Federation and National Societies working internationally, particularly in Mindanao.

**PLAN OF ACTION AND INDICATORS**

- Give the National Society support to ensure that its branches can operate safely and effectively, in line with the Fundamental Principles and the Safer Access Framework
- Provide National Society branches in Mindanao with technical and other support to develop their operational and administrative capacities
- Coordinate activities with Movement partners through meetings and other means; conduct security briefings for Movement staff and volunteers
Families of missing persons receive mental health and psychosocial support from the ICRC, working with local partners.

The ICRC has been working in Sri Lanka since 1989. Its operations focus on: helping clarify the fate of missing persons and supporting their families; visiting detainees and aiding the authorities in improving prison management; and providing backing for the Sri Lanka Red Cross Society’s family-links services. It also promotes adherence to IHL and humanitarian principles.

### Budget in KCHF

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### Personnel

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<td>Resident staff</td>
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### Assistance Targets

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<td><strong>PEOPLE DEPRIVED OF THEIR FREEDOM</strong></td>
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<td>Water and Habitat</td>
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**SITUATION**

- Sri Lankan authorities continue to address the lingering effects of the armed conflict that ended in 2009. In February 2020, Sri Lanka withdrew its sponsorship of a 2015 UN Human Rights Council resolution concerning the conflict. However, the two offices set up to fulfill the commitments made in that resolution – the Office for Reparations and the Office on Missing Persons – are still operational.
- Political and economic tensions give rise to protests. Around the middle of 2022, such protests led to the resignation, and subsequent replacement, of the president and the prime minister. Law enforcement operations have resulted in arrests.
- Sri Lanka is dealing with an acute economic crisis, characterized by high rates of inflation, frequent power cuts, and severe shortages of food, medicine, fuel and other basic goods.
- The country is prone to floods and other natural disasters, which have been exacerbated by the climate crisis.

**HUMANITARIAN CONCERNS**

- People living in areas affected by the past conflict continue to feel its effects; persisting tensions reportedly lead some of them to be targeted for intimidation or harassment. Many families still have no news of relatives who had gone missing during the conflict; their experience of loss causes them great emotional distress. Some of them struggle to earn a living and to meet their need for food and other essentials. However, they have difficulty navigating legal and administrative hurdles in order to avail themselves of support.
- Military and police units carry out law enforcement operations, at times jointly. During some of these operations – for example, in response to protests – people have been injured or killed.
- Many migrants who have left Sri Lanka, or are passing through it, are at risk of unlawful conduct and loss of family contact along their journey. Those with irregular status in Sri Lanka face detention and deportation.
- Detainees grapple with difficult living conditions. They are held in places of detention marked by overcrowding, to which issues in the judicial and penitentiary systems contribute. Detainees’ access to health care is inadequate, as is the state of prison infrastructure.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- assist families of missing people in meeting their multifaceted needs, including by helping them reinforce their livelihoods and facilitating their access to mental-health care and other services;
- back the authorities’ efforts to ascertain the fate of people missing in connection with the past conflict and provide answers to the families concerned; enable forensic professionals and authorities to strengthen their capacities in managing and identifying human remains;
- help the authorities to tackle overcrowding in prisons; give them support towards bringing detainees’ treatment and living conditions – particularly respect for judicial guarantees and procedural safeguards and the availability of health care – in line with internationally recognized standards; and urge them to to implement systemic, longer-term measures to address detainees’ needs;
- urge the military and the police to ensure that their operations comply with international human rights law and/or other applicable norms, and meet international law enforcement standards; assist the authorities’ efforts to ratify or implement IHL-related treaties, and enable them and other influential parties to reach a fuller understanding of humanitarian principles, IHL and the Movement; and
- help the Sri Lanka Red Cross Society to build up its operational capacities, particularly in restoring family links and responding to emergencies.
**ICRC ACTION**

**CIVILIANS**

**Objective: Missing people’s families receive appropriate support and restore their livelihoods. Security and law enforcement operations are carried out in accordance with international policing standards and applicable international norms. Members of families separated by detention and migration remain in touch.**

**Promoting protection for civilians**

The ICRC will continue to engage authorities in dialogue on matters related to people affected by the past conflict. It will impress upon them the necessity of ascertaining the fate of missing people and addressing the needs of their families. The ICRC will monitor the situation in Sri Lanka and urge the authorities to ensure that law enforcement operations comply with domestic and international law and meet pertinent international standards. It will seek to discuss with them the protection-related concerns of civilians, including migrants (see also People deprived of their freedom). It will also help military and police forces personnel to familiarize themselves with norms and standards applicable to their duties (see Actors of influence).

**Assisting missing people’s families**

The ICRC will keep up its dialogue with the Office on Missing Persons regarding its work. It will encourage the authorities’ efforts to address the needs of the families of missing people in connection with past conflict, and will maintain contact with associations of these families, religious leaders and other influential parties capable of contributing to the advancement of such efforts (see also Actors of influence). It will continue to engage regularly with the families, to stay abreast of their circumstances and collect their feedback on the ICRC’s activities for them.

Together with local partners, the ICRC will focus on helping missing people’s families through its accompaniment programme, with a view to eventually expanding the programme to cover more families throughout the country. Under this programme, community members trained and paid by the ICRC – many of them from the same communities as these families, and some with missing relatives of their own – will help provide these families with various forms of assistance. Families of the missing will thus be able to obtain psychosocial support and deepen their understanding of search and identification processes. When necessary, they will be referred to the pertinent local authorities or other service providers for help in acquiring legal, administrative and financial assistance. Certain families under this programme, who struggle to support themselves, will receive help from the ICRC to cover basic expenses or pursue income-generating activities. To make their livelihoods more sustainable, the ICRC will assist the families concerned in gaining access to credit and/or markets, and encourage their adoption of measures to mitigate or adapt to the consequences of the climate crisis. With a view to helping ensure the availability of services suited to the needs of missing people’s families, the ICRC will promote among its partners the establishment of systematic coordination, referral and feedback mechanisms.

Missing people’s families who have left for other countries will be kept abreast of developments in connection with the requests that they had submitted to trace their missing relatives; this will be done in coordination with Movement components.

The ICRC will continue to promote awareness of “ambiguous loss” – a distinct experience of missing people’s families – and enable academics, its local partners, and others to build their knowledge of it, so that they shape a more effective response to the mental–health needs generated by this experience.

**Strengthening forensic services**

Sri Lanka has skilled forensic professionals and a medico-legal system. However, various government entities share in the responsibility for the different stages in the process of managing and identifying human remains. The ICRC will continue to provide these entities with technical support to coordinate their activities, and carry them out, more effectively. Its support will be directed mainly towards efforts to process missing–persons cases linked to the past conflict, but will also cover those related to migration and to mass-casualty incidents, such as natural disasters. The ICRC will organize training for the authorities, forensic professionals, police officers and other stakeholders, or enable them to attend such training, with the aim of reinforcing their ability to uphold best practices and internationally recognized standards pertinent to managing human remains. It will also provide technical and/or material support to local institutions involved in forensic work.

The ICRC will continue to encourage the authorities to adopt recommendations – drafted by the justice ministry with the ICRC’s assistance – for reforming the law on inquests into deaths, by incorporating obligations to identify human remains and, when possible, to involve family members in inquests. It will also promote the development, review and updating of key policies and guidelines conducive to the proper conduct of forensic work.

**Helping members of separated families to stay in touch**

The National Society will continue to receive ICRC support to develop its family-links capacities, including its ability to provide these services in the event of an emergency. The ICRC will also help the National Society to broaden awareness of the Movement’s family-links services, and of ways to prevent loss of family contact, especially among migrants.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- maintain dialogue with authorities on their responsibilities in connection with the needs of missing people’s families, and other protection-related concerns of civilians, including migrants
- through written and oral representations based on documented allegations, remind authorities of their duty to investigate and prevent unlawful conduct, particularly during law enforcement operations
where needed, refer people to local service providers and/or state agencies for assistance, or directly provide livelihood or other support.

**PROTECTION OF FAMILY LINKS**
- through partner organizations, and with the consent of local authorities, continue an accompaniment programme to provide comprehensive support for missing people’s families; endeavour to understand the needs of the families more fully by eliciting their views and suggestions on the programme
- contact missing people’s families who have moved to other countries; keep them abreast of developments regarding the search for their missing relatives
- maintain dialogue with the authorities, including the Office on Missing Persons, on efforts to ascertain the fate of missing people and assist their families
- help people in need to obtain official documents, or issue similar documents directly, to enable them to travel, reunite with their families, or complete legal or administrative procedures

**FORENSICS**
- advocate the following among the authorities: improving coordination among government agencies involved in forensic work; creating a centralized system for managing forensic data; and amending the law on inquests into deaths
- provide technical and other support to the authorities for developing, reviewing and updating policies and guidelines concerning missing people and the management of human remains – for example, on managing human remains that are unidentified and unclaimed, and on forensic anthropology
- help build local capacities in managing and identifying human remains, including in mass-casualty situations; more specifically:
  - organize training, seminars and other events for authorities, forensic professionals, police officers and others, in coordination with local institutions
  - enable one hospital to raise the quality of its forensic work (see Water and habitat below)
  - provide expert advice to a post-graduate institute developing a diploma course in forensic anthropology

**ECONOMIC SECURITY**

- in partnership with community-based organizations, provide cash grants for some 2,100 families (8,560 people in all), to help them meet their essential needs, maintain or resume farming or fishing, or start or expand small businesses; train members of the families receiving livelihood support in basic business skills

**HEALTH**
- through ICRC-trained local partners, provide regular individual and group counselling sessions for members of families with missing relatives; where possible, organize home visits and commemorative events for them
- conduct information sessions and training workshops on “ambiguous loss” for academics, social workers and others; give them reference materials on the subject

**WATER AND HABITAT**
- at one hospital, renovate the morgue and provide it with key supplies and equipment; promote standard protocols in connection with managing human remains, notably for infection prevention and control

**SUPPORT FOR THE NATIONAL SOCIETY**
- give the National Society training and technical and financial support to: strengthen its delivery of family-links services, especially during emergencies; and broaden awareness of these services, and of means to prevent loss of family contact – for instance, by producing informational materials tailored to the needs of migrants and their relatives

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** Detainees are afforded living conditions and treatment that meet internationally recognized standards. They benefit from essential judicial guarantees and procedural safeguards, and are able to stay in touch with their families.

Some people are held for alleged violations of the Prevention of Terrorism Act or for other security-related reasons, including alleged involvement in a series of bomb attacks in April 2019.

**Helping the authorities to improve the treatment of detainees**

The ICRC will continue to visit places of detention, immigration detention centres among them, to monitor detainees’ treatment and living conditions, including respect for judicial guarantees and procedural safeguards. It will pay close attention to security detainees, migrants, women and the elderly. Afterwards, findings – and, where necessary, recommendations – will be communicated confidentially to the authorities. The ICRC will maintain its dialogue with the authorities on ensuring that detainees’ treatment and living conditions comply with domestic and international law and meet internationally recognized standards. The subjects discussed will include preventing and addressing allegations of abuse; judicial guarantees; access to health care and other essential services; and issues related to overcrowding. The ICRC will urge the justice ministry and other authorities to implement systemic, longer-term measures to address detainees’ needs, and to consider alternatives to detention.

Some detainees do not have the means to stay in touch with their families. The ICRC will provide them with family-links services, including by arranging video calls with their families and in-person family visits. At their request, the ICRC will help detained migrants to inform their consular representatives of their detention.
**Improving living conditions in places of detention**

The ICRC will maintain its advisory role in support of the authorities’ reforms to the prison system, while also providing some direct assistance at selected places of detention. It will continue to make its expertise available to the authorities, notably for investigating the causes of overcrowding and mitigating its consequences; it will advocate the reactivation of the interministerial task force that had been established for this purpose with expert assistance from the ICRC, and will draw from the task force’s past work.

The ICRC will also provide support in other areas. As the authorities build and upgrade prisons, it will help ensure that these facilities meet internationally recognized standards for prison design. The ICRC will continue to back the authorities’ efforts to improve living conditions for detainees, including those aimed at: maintaining and renovating infrastructure; developing a system to enhance maintenance and housekeeping services; and bolstering disaster preparedness. It will carry out improvements to facilities at certain prisons.

**Health**

- monitor detainees’ access to health care, and discuss the issue of health care in prisons with authorities
- organize workshops and seminars for detaining and health authorities and prison health staff on health care in detention, including the treatment of common diseases in prisons; sponsor officials to attend an international short course on prison health
- support the authorities in rolling out standard medical screening procedures at two prison health facilities; donate basic medical equipment to these facilities
- give the prison authorities technical support to improve a system for managing health-related data
- on an ad hoc basis, provide detainees with eyeglasses, mobility aids and other basic medical assistance

**WATER AND HABITAT**

- in eight detention centres, collectively holding some 6,900 detainees, help improve living conditions, for example, by refurbishing wards at health facilities, renovating waste-management systems and equipping kitchens with energy-saving stoves
- offer authorities training, and technical and other support, for developing their ability to make infrastructural improvements and conduct maintenance work at prisons, and to design and construct new prisons, with adequate disaster-preparedness measures in place

**Actors of influence**

**Objective:** The authorities, the armed forces and the police understand and respect IHL, international human rights law and other relevant norms, and international policing standards, and incorporate them in their decision-making. The media, universities and other key sections of civil society help foster awareness of residual humanitarian issues in post-conflict Sri Lanka, and of IHL and international human rights law, among the authorities and the wider public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

**Fostering support for humanitarian principles and IHL**

The ICRC will continue to broaden awareness of humanitarian principles among authorities, the armed forces, the police and other actors of influence. It will strive to cultivate their support for its role as a key source of reference on missing people, forensics, detention-related matters and IHL, and for its neutral, impartial and independent humanitarian activities. The ICRC will help stimulate interest in IHL among students and lecturers, by facilitating their participation in conferences and other events and activities.

The ICRC will engage with missing people’s families (see **Civilians**) and others in Sri Lanka to better understand these families’ needs. With a view to making Movement activities more widely accepted, the ICRC will continue to support the...
Sri Lanka Red Cross Society in developing its capacity to carry out communication initiatives.

**Helping to implement IHL and ensure respect for international law enforcement standards**

The ICRC will support the authorities’ efforts to ratify and implement IHL-related treaties, and to incorporate IHL-related provisions in domestic law. It will encourage the government to take part in discussions with it, on the post-conflict applicability of IHL. The national IHL committee will be urged to help advance Sri Lanka’s accession to or ratification of Additional Protocols I, II and III, the Anti-Personnel Mine Ban Convention, and other IHL-related treaties. The ICRC will seek to foster an environment conducive to the discussion of issues relevant to IHL, and will encourage the authorities to take part in international debates on such issues. It will sponsor key officials to attend various events of pertinence to them and will, jointly with the Sri Lankan government, organize a regional conference on IHL.

The ICRC will support the efforts of the military and the police to ensure that their personnel respect international human rights law and, where applicable, IHL, and carry out their duties in accordance with international law enforcement standards.

**PLAN OF ACTION AND INDICATORS**

- Discuss IHL-related issues, such as the ratification and implementation of IHL-related treaties, regularly with the authorities, including the national IHL committee; sponsor their attendance at workshops, round tables and other events in Sri Lanka and abroad; together with the authorities, organize a regional conference on IHL.
- Conduct training, briefings and workshops for military and police officers – including those bound for international peacekeeping missions – on IHL, international human rights law and/or other pertinent norms and standards; sponsor some of them to attend courses on these norms and standards in other countries.
- Provide technical support to military and police units involved in law enforcement operations, for integrating international human rights law and international standards applicable to law enforcement into their training curricula and standard operating procedures.
- Discuss the ICRC and the nature of its work, and issues of humanitarian concern – such as the plight of the families of missing people – with religious scholars, academics, journalists and other influential parties; facilitate their participation in conferences and other similar events.

**SUPPORT FOR THE NATIONAL SOCIETY**

- Provide the National Society with technical support for its public communication activities.

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Sri Lanka Red Cross Society has a strong legal basis for independent action. It is able to carry out its core activities: responding to emergencies, restoring family links and promoting humanitarian values. The activities of all components of the Movement are coordinated.

The National Society will continue to receive support for its activities, particularly for responding to emergencies, restoring family links and conducting public communication activities (see Civilians and Actors of influence). The ICRC will assist it to strengthen its legal base and incorporate the Safer Access Framework in its training and operations.

The ICRC will make arrangements for Movement components to meet regularly, in order to exchange information and coordinate activities. In line with its partnership framework agreement with the National Society, the ICRC will renew or update agreements on key areas of the two organizations’ joint work.

**PLAN OF ACTION AND INDICATORS**

- Provide the National Society financial, technical and material support, and training, to strengthen its legal base and develop its operational capacities.
- Organize meetings regularly to coordinate the work of Movement components; sponsor National Society personnel to attend Movement events outside Sri Lanka.
Since 2001, ICRC operations in the Pacific have been carried out by the Suva regional delegation. With the National Societies, the ICRC promotes respect for IHL and other international norms among armed and security forces and fosters awareness of these among academic circles, the media and civil society; and assists governments in ratifying and implementing IHL treaties. The ICRC works to ensure that violence-affected people in Papua New Guinea receive emergency aid and medical care; it visits detainees there and elsewhere in the region. It helps National Societies build their emergency response capacities.

BUDGET IN KCHF

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Of which: Overheads **822**

PERSONNEL

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SITUATION

- Communal tensions often lead to armed violence in the Enga, Hela and Southern Highlands provinces of Papua New Guinea, and this can spill over into urban areas. The police sometimes conduct operations in areas of unrest.
- In the Autonomous Region of Bougainville in Papua New Guinea (hereafter Bougainville), a policy for addressing the needs of the families of people missing in connection with the armed conflict in the 1990s has not yet been implemented.
- Migrants – including refugees and asylum seekers – in Nauru and in Papua New Guinea have resettled or await resettlement in the United States of America or New Zealand, as per agreements signed by the government of Australia with the governments of the other two countries.
- The armed forces of Australia and New Zealand have a presence in parts of the Middle East and participate, with Fiji, in international peacekeeping operations. Australia and New Zealand have provided military assistance to Ukraine.
- Countries throughout the Pacific region are vulnerable to natural disasters and climate shocks.

HUMANITARIAN CONCERNS

- In Papua New Guinea, communal violence and criminality continue to cause casualties and displacement, damage or destroy property, and disrupt basic services. In the Highlands, victims of communal fighting include women, children and the elderly. Sexual violence is widespread, and allegedly takes place during clashes. The use of excessive force during law enforcement operations remains a source of concern.
- Basic necessities are not readily available to returnees and to IDPs and the communities that host them. Damage to infrastructure disrupts livelihoods and access to education, health care and other essential services.
- The fate of migrants ineligible for resettlement remains uncertain, with damaging psychological consequences for some.
- Detainees in Fiji, Papua New Guinea and the Solomon Islands endure poor living conditions and risks to their safety. Some prisons and police lock-ups in Papua New Guinea are dilapidated and ill-equipped; clean water, sanitation and health services are not readily available, putting detainees at risk of disease.
- In Bougainville, hundreds of families remain without news of relatives missing since the armed conflict in the 1990s. Most missing people are presumed dead, but their relatives have not received their bodies or remains.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- respond to the humanitarian consequences of communal violence in the Highlands; provide relief aid to violence-affected communities and work with them to improve access to essential services, restore their livelihoods, and build their resilience to the effects of violence; promote basic principles of humanity among parties to violence;
- reinforce dialogue with weapon bearers in the region on international law and international standards for law enforcement, particularly on the use of force in policing and on their duty to protect civilians; broaden knowledge of IHL among authorities in the region and help them incorporate relevant provisions in domestic legislation;
- assess and monitor the treatment and living conditions of detainees in Fiji, Papua New Guinea and the Solomon Islands, and of refugees and asylum seekers in Nauru and Papua New Guinea, and discuss their needs and concerns with the pertinent authorities;
- strengthen coordination with National Societies in the region and help them develop their capacities in emergency response, preserving family links, promoting IHL, and public communication; develop contingency plans with Movement partners to ensure a well-coordinated response to large-scale emergencies; and
- seek to shape opinion on humanitarian issues in the region, through engagement with government officials and other influential actors; and reinforce the ICRC’s position in the region as the main source of reference for IHL.
ICRC ACTION

CIVILIANS

Objective: People are protected from violence and are able to cover their basic needs. They have access to vital services, regardless of their ethnic identity or affiliation. People involved in communal violence respect basic principles of humanity. Families learn the whereabouts of relatives missing in connection with armed conflict or other situations of violence.

Urging protection for violence-affected people and fostering respect for international law

In Papua New Guinea, the ICRC will draw the attention of the parties concerned to the humanitarian consequences of communal violence. It will urge them again to abide by basic principles of humanity: for example, ensuring protection for civilians from sexual violence and other abuse; protecting children from violence and safeguarding their access to education; and facilitating safe and impartial access to health care and other essential services. The ICRC will remind local authorities to address the needs of victims of violence, including victims/survivors of sexual violence, and support their efforts in this regard.

The ICRC will endeavour to promote respect for international law enforcement standards, and for international human rights law and other pertinent norms, among military, police and security forces in Papua New Guinea. It will help them to integrate these standards and norms into their training and operations (see Actors of influence). It will document allegations of abuse and relay these to the authorities and weapon bearers concerned, with a view to ending or preventing such misconduct.

The ICRC will continue to monitor the general situation of migrants — including asylum seekers and refugees — in Nauru and Papua New Guinea, and discuss their concerns and needs with the pertinent authorities, the UNHCR, health-care providers serving migrants, and others. It will urge the authorities to ensure that the principle of non-refoulement is upheld.

Building resilience among violence-affected communities in Papua New Guinea

The ICRC will continue to interact closely with people affected by communal violence in Papua New Guinea, in order to understand their safety-related needs more fully and respond accordingly. It will help them strengthen their positive coping strategies or devise ways to mitigate risks to their safety, through workshops or other means. It will let them know about the humanitarian services available to them and learn what they think of these services (see Actors of influence).

IDPs and returnees — particularly in Enga, Hela and the Southern Highlands — will receive assistance for meeting their essential needs and restoring or fortifying their livelihoods. Some farming households will be given the tools necessary to grow food. Farmers and herders will be assisted to expand their capacities. To help ensure that children’s education is not disrupted, the ICRC will provide schools and students with material support (e.g. school supplies, desks). It will help the Papua New Guinea Red Cross Society to become more capable of implementing economic-security projects.

The ICRC will strengthen capacities in returnee and IDP-hosting communities to sustainably improve access to essential services through community-led and environmentally friendly activities: for instance, it will train community members to rebuild and maintain health facilities and schools, using locally sourced materials and solar energy whenever feasible. It will promote these community-led initiatives that aim to strengthen climate resilience to broaden awareness of the importance of protecting the environment and preventing the depletion of resources.

The ICRC will work with the National Society to ensure that people who are seriously wounded or illing are able to receive emergency medical care. Health facilities in the Highlands will continue to receive comprehensive support to ensure the availability and quality of health services such as immunizations, malnutrition screening, antenatal/postnatal care, and specialized care for victims/survivors of sexual violence. The ICRC will continue to train health staff at ICRC-supported facilities in basic emergency care and in preventing and controlling infections and the spread of communicable diseases such as COVID-19.

People traumatized by violence, including sexual violence, and the COVID–19 pandemic will be able to obtain mental-health and psychosocial support at ICRC-supported facilities. The ICRC and the National Society will work with communities and health staff to raise awareness on mental-health and psychosocial support, with a view to encouraging victims of violence, including victims/survivors of sexual violence, to seek these services. The ICRC will instruct health-care providers in their rights and those of people seeking medical assistance. It will stand ready to aid health facilities during emergencies.

Reconnecting members of separated families and helping to clarify the fate of missing people

National Societies in the region will be assisted in various ways to develop their capacities in restoring family links during and after emergencies, and in promoting these services among families who have been separated by armed conflict or other violence, natural disasters or migration. The ICRC will also help them identify the safety-related concerns of these families and make appropriate referrals when necessary. It will urge the authorities and their respective National Societies to draft a contingency plan for preserving family links and ascertaining the fate of people who go missing during emergencies, including the establishment of an information bureau, where appropriate. It will remain ready to provide the authorities and National Societies with expert guidance and material support for managing human remains during mass-casualty situations.

In Papua New Guinea, the ICRC will continue to advocate implementation of a policy adopted by the local authorities in 2014 to address the issue of missing people. To that end, it will discuss with local authorities in Bougainville the creation of a mechanism to ascertain the fate of people unaccounted for since the armed conflict in the 1990s; where appropriate,
it will also discuss with them possibilities for locating and identifying human remains and handing them over to the families concerned. It will continue to raise awareness of the plight of missing people’s families and assist authorities’ efforts to help them.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- continue to discuss with the authorities the needs of migrants, including asylum seekers and refugees, in Nauru and Papua New Guinea

**PAPUA NEW GUINEA**

- help authorities and government forces to protect civilians from violence; more specifically:
  - cultivate dialogue with them on measures to ensure that civilians are protected during law enforcement operations and violence–affected communities have access to essential services; draw their attention to documented allegations of unlawful conduct and discuss these allegations with them
  - when possible, facilitate dialogue between the authorities and communities on safety-related concerns arising from law enforcement operations

- impress upon parties to communal violence – including local leaders and fighters – the necessity of respecting basic principles of humanity

- work with leaders and members of communities to implement projects for coping with and mitigating the threat of communal violence and sexual violence

- conduct training and dissemination sessions for military, police and security forces personnel on international policing standards – with an emphasis on the use of force during law enforcement operations – and on pertinent international law

**PROTECTION OF FAMILY LINKS**

With the National Society:

- in Bougainville:
  - at their request, provide local and national authorities with material and technical support for setting up and implementing a mechanism to address the issue of missing people and the needs of their families
  - discuss with the authorities possibilities for recovering and identifying human remains – potentially of people still unaccounted for – and handing them over to the families concerned
  - arrange ceremonies to commemorate missing people, and give missing people’s families support to arrange such events to commemorate their relatives

**FORENSICS**

- help the authorities to review their medico-legal system and strengthen it, in line with best practices in forensics and data protection; work with them to draft a contingency plan for dealing with mass-casualty incidents

**PAPUA NEW GUINEA**

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food production</th>
<th>6,000 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income support</td>
<td>1,020 people</td>
</tr>
</tbody>
</table>

- provide cash, agricultural supplies (e.g. seed, tools, fertilizer) and training to up to 1,000 households (6,000 people); train them in sustainable farming
- distribute household items, or cash for buying them, to up to 500 violence–affected households (3,000 people)
- provide up to 50 households (300 people) with cash and/or training to start or expand income–earning activities
- provide school supplies and other educational materials to up to 1,000 students; donate furniture and equipment to schools

With the National Society:

- provide 20 staff from the agriculture department with the training necessary to tend more effectively to the needs of violence–affected communities

**WATER AND HABITAT**

| Water and habitat activities | 2,300 people |

- for the benefit of up to 2,300 people:
  - provide their communities with materials and technical guidance to rebuild or make repairs to schools and health facilities; train community members to rebuild these facilities
  - use locally available construction materials and renewable energy wherever feasible

**HEALTH**

| Health centres supported | 13 structures |

- give up to four health facilities support for tending to violence–affected people; more specifically:
  - give staff expert advice in such areas as midwifery, immunizations, mental–health and psychosocial support, and prevention and control of infections; donate medical supplies, hygiene items and personal protective equipment (PPE)
  - refer victims/survivors of sexual violence and others for secondary care when necessary; cover their transportation costs; provide post–rape kits for victims/survivors of sexual violence

In the event of an emergency, be prepared to provide medical and other supplies to nine more health facilities

- provide refresher training and train-the-trainer sessions, in basic emergency care, for health staff
train community volunteers to disseminate key messages about mental–health and psychosocial support; create a community support group for victims/survivors of sexual violence
organize round tables or workshops for health authorities on key aspects of the Health Care in Danger initiative
With the National Society:
arrange first-aid training in communities; incorporate information sessions on sexual violence in such training

SUPPORT FOR THE NATIONAL SOCIETIES
provide National Societies in the region with financial, material and other support to expand their capacities in managing human remains, restoring family links during and after emergencies in line with data-protection standards, and in publicizing family-links services
organize training and workshops for staff at the Papua New Guinea Red Cross, particularly on providing first-aid training, identifying the safety-related needs of people affected, raising awareness of the availability of mental–health and psychosocial support, and implementing economic–security projects

PEOPLE DEPRIVED OF THEIR FREEDOM
Objective: People deprived of their freedom, including migrants, are afforded treatment and living conditions that meet internationally recognized standards. They are able to stay in touch with their families.

Advocating protection for detainees
The ICRC will strengthen its engagement with detaining authorities in the region, with a view to broadening its access to detainees. It will visit detainees in Fiji, Papua New Guinea and the Solomon Islands, in accordance with its standard procedures. It will monitor detainees’ treatment and living conditions, and communicate its findings and recommendations confidentially to the pertinent authorities. It will pay particular attention to cases of people on lengthy remand at police lock-ups and other places of detention, and to the needs of unaccompanied minors, victims/survivors of sexual violence and other vulnerable detainees.

The ICRC will seek to reinforce its dialogue with the authorities on ensuring that detainees’ living conditions and treatment – access to open air, food, water, sanitation, health care, and skills training – meet internationally recognized standards for detention. It will facilitate discussions among judicial officials, detaining authorities and the police on the subject of lengthy pre–trial detention, with a view to helping decongest some places of detention and prevent outbreaks of disease. It will continue to help authorities in Fiji and the Solomon Islands to provide detainees the means to contact their families. In Fiji, the ICRC will facilitate both phone and video calls for Fijian detainees, in addition to maintaining its family-visit programme. In the Solomon Islands, a telephone system – which the ICRC helped set up in 2022 – will enable detainees to stay in touch with their relatives.

Penitentiary authorities in the region will be able to develop their capacities in prison management through workshops and other events, at which they can exchange best practices with their peers. The ICRC will organize a regional round table for corrections officials; discussions at the round table will incorporate lessons learnt from the response to the pandemic, in order to improve health care in detention. In Papua New Guinea, the ICRC will arrange round tables for detaining authorities, on humanitarian issues in detention, with a view to helping them address the needs of vulnerable detainees. The ICRC will also help detaining authorities in Papua New Guinea to bring prison management up to internationally recognized standards.

Helping to ensure detainees’ well-being
The ICRC will work with detaining authorities and health officials in Papua New Guinea to ensure that good–quality health services are more readily available at prisons and police lock-ups. It will also tend to the needs of detainees with specific vulnerabilities, such as those needing mental–health and psychosocial support. It will give authorities technical support to streamline the management of detainees’ medical records and medically screen new detainees upon their arrival. And it will give penitentiary authorities expert guidance in such matters as ethical provision of health care and measures to prevent and control the spread of infectious disease.

In Papua New Guinea, the ICRC will make renovations to essential facilities at selected places of detention, in order to help improve detainees’ living conditions and check the spread of TB, COVID–19 and other infectious diseases. Together with the detaining authorities, it will continue to carry out a project for detainees to plant and harvest vegetables, and raise poultry, which enables them to diversify their diet, get some physical exercise, and acquire skills that might be of use after their release.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM
visit detainees in Fiji, Papua New Guinea and the Solomon Islands; communicate findings, and recommendations for improvement, confidentially to the authorities concerned; follow up detainees with specific vulnerabilities and urge the authorities to address their needs
organize round tables on prison management and related subjects for penitentiary authorities in the region; create an online platform for detaining authorities to exchange best practices; give them expert guidance in these matters
help detaining authorities in Fiji and the Solomon Islands to enable detainees to restore or maintain contact with relatives through phone and/or video calls; facilitate family visits for Fijian detainees
in the Solomon Islands, urge authorities to expedite judicial proceedings, especially for cases involving prolonged pre–trial detention
provide hygiene items, disinfectant, and PPE at places of detention in Fiji and the Solomon Islands; when necessary, extend this assistance to places of detention in other countries of the region
Advancing understanding of IHL and fostering support for the Movement

The ICRC will seek to advance understanding of its mission, the Movement’s work and IHL, and cultivate support for all three. To that end, it will maintain its dialogue with government officials, the military, police and security forces, and with regional bodies, academics, think tanks, and NGOs; it will expand its network of contacts among these influential actors.

It will also seek to draw attention, among these actors and the general public, to humanitarian issues of regional and global concern, such as sexual violence and violence against people seeking or providing medical services (i.e. the Health Care in Danger initiative). It will continue – through round tables and conferences, for instance – to keep journalists abreast of humanitarian issues, and the ICRC’s work, in the region.

The ICRC will maintain its activities to promote IHL and international standards for law enforcement among the military – including troops bound for peacekeeping missions beyond the region – and among police and security forces (see also Civilians).

The ICRC will encourage public discussion of IHL and related subjects. It will use its position as a key source of reference on IHL to facilitate or support various activities for legal professionals and academics, and university students, in Australia and New Zealand. It will draw attention to IHL provisions pertaining to issues in maritime security, armed conflict in urban settings, cyber warfare, and the use of autonomous weapon systems, through press releases, social-media posts, exhibitions, academic competitions and other events.

Together with the Papua New Guinea Red Cross Society, the ICRC will expand its engagement with communities in violence-prone areas, tell them about the humanitarian assistance available to them, and learn what they think of the humanitarian activities carried out for their benefit (see also Civilians).

Facilitating ratification and implementation of IHL-related treaties

The ICRC will provide legal expertise and other support for governments throughout the region to ratify and implement IHL and related treaties – for instance, the Arms Trade Treaty and the Treaty on the Prohibition of Nuclear Weapons. It will help authorities, members of the judiciary, and other decision makers in the region to understand IHL more fully, through their national IHL committees and by other means.

The ICRC will also provide support for National Societies in the region to become more involved in advancing the implementation of IHL and related treaties.

PLAN OF ACTION AND INDICATORS

organize workshops, round tables and other events for military and police forces – particularly in Australia, Fiji, New Zealand and Papua New Guinea – on IHL and/or international law enforcement standards; help them to integrate these norms and standards into their training and operations; enable some of them to attend seminars on IHL outside the region
provide authorities and national IHL committees with the technical support necessary to ratify and implement IHL and IHL-related treaties

arrange briefings and public events – on IHL, humanitarian issues, the Movement, and the ICRC’s activities – for authorities, members of civil society and other key stakeholders throughout the region; promote and gather support among governments, for the ICRC’s work, at regional forums and in other settings

in Australia and New Zealand, help law professors and other academics, and university students, to organize or attend workshops, seminars, moot court competitions and other events; help them to carry out research projects related to IHL or humanitarian action

work with media organizations and journalists in the region to provide regular updates on issues of humanitarian concern, and on the ICRC’s activities, through news releases, communication campaigns and other means

in Papua New Guinea, together with the National Society, publicize the humanitarian services available to violence-affected people and learn what people think of the humanitarian activities carried out for their benefit

SUPPORT FOR THE NATIONAL SOCIETIES

hold online IHL workshops for National Society personnel; encourage them to attend meetings with national IHL committees and promote implementation of IHL

help the National Societies of Australia and New Zealand organize a moot court competition, with judicial or military officials as judges

give the National Society in Papua New Guinea technical and other support for its public communication

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The National Societies in the region have strong legal bases for independent action. They are able to carry out their core activities effectively. The activities of all Movement components are well coordinated.

National Societies in the region are working to develop their ability to respond to emergencies and promote humanitarian principles.

The National Societies of Australia and New Zealand are regional leaders in promoting IHL, restoring family links and providing first-aid training; they also assign staff to support ICRC operations.

Improving coordination with Movement partners in the region

National Societies in the region will be given support to provide more effective assistance to people affected by violence or natural disasters: for example, the ICRC will help them to develop their first-aid and family-links capacities and incorporate the Safer Access Framework in their activities. The ICRC will also help the National Societies develop protocols for identifying safety concerns among people affected and making referrals to suitable services. In some countries, ICRC support for National Societies will focus on strengthening preparedness to respond to mass-casualty situations, safely disposing of unexploded ordnance, and tackling issues related to climate change.

The ICRC will provide the National Societies support for improving their governance and, particularly in the case of the Papua New Guinea Red Cross Society, for further developing their organizational capacities at both headquarters and branch levels. It will continue to expand capacities among the National Societies in promoting – through social media and other means – IHL (see Actors of influence), humanitarian principles, and their own activities.

The ICRC will provide support for Movement components in the region to coordinate their activities – in the areas of public communication and disaster management, for instance. It will work with Movement partners to prepare a contingency plan for effective coordination during emergencies.

PLAN OF ACTION AND INDICATORS

provide National Societies with training, and financial, material and technical support, to increase the effectiveness of their activities, including their public communication

help to coordinate their activities with those of other Movement components in the region; organize workshops or meetings for National Society staff, or enable them to attend such events

with other Movement components, develop a strategy for mounting a coordinated response to large-scale emergencies
EUROPE AND CENTRAL ASIA

BUDGET IN KCHF

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PERSONNEL

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ASSISTANCE TARGETS

CIVILIANS

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PEOPLE DEPRIVED OF THEIR FREEDOM

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WOUNDED AND SICK

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<td>Water and habitat</td>
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The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.
The ICRC has been working in Armenia since 1992 in relation to the armed conflict in the region. It works to protect and assist communities affected by conflict and seeks to address the issue of missing persons. It visits detainees held for conflict-related or security reasons. It promotes the national implementation of IHL and its integration into the armed and security forces’ doctrine, training and sanctions and into academic curricula. The ICRC works in partnership with the Armenian Red Cross Society and aims to help strengthen its capacities.

**BUDGET IN KCHF**

<table>
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<tr>
<th>Category</th>
<th>Amount</th>
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<td>Assistance</td>
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<td>1,351</td>
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<tr>
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<tr>
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<tr>
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**PERSONNEL**

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<tr>
<td>Resident staff</td>
<td>102</td>
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</table>

**ASSISTANCE TARGETS**

**CIVILIANS**

- **ECONOMIC SECURITY**
  - Income support: 4,074 people
  - Living conditions: 200 people
  - Capacity-building: 1,000 people

**WATER AND HABITAT**

- Water and habitat activities: 525 people

**WOUNDED AND SICK**

- Water and habitat activities: 7 structures
SITUATION

- An escalation of the armed conflict in September 2020 resulted in thousands of military and hundreds of civilian casualties, according to the sides. A ceasefire agreement, brokered by the Russian Federation, led to changes in territorial control and the deployment of Russian peacekeeping forces.

- Another escalation of the armed conflict in September 2022 along the eastern border with Azerbaijan led to further military casualties. The situation at the eastern border with Azerbaijan, and in other areas near military positions, remains tense; skirmishes take place periodically, and people continue to be detained in connection with the conflict or for crossing the border.

- Members of the international community endeavour to facilitate political dialogue between the sides, and meetings between high-level representatives of Armenia and Azerbaijan have taken place.

HUMANITARIAN CONCERNS

- The escalation of the conflict in 2020 displaced tens of thousands of civilians, many of whom fled to Armenia. Though returns have taken place since 2020, thousands still remain displaced throughout the country, in communities with limited resources. Displaced people suffer from psychological trauma and face the prospect of an uncertain return as many of the areas they lived in are now under Azerbaijani control or were damaged by the fighting.

- People living in communities near the eastern border with Azerbaijan – some only recently exposed to military positions – are endangered by mines, explosive remnants of war (ERW) and military activity. This limits their ability to pursue agriculture and other livelihoods, prevents regular maintenance of water facilities, and is psychologically distressing. The availability of water is also made worse by the depletion of water sources in border areas.

- Communities exposed to military positions are unequipped to deal with mass-casualty incidents. They lack the trained emergency responders and medical staff necessary to provide emergency trauma care to, for instance, people wounded by mines/ERW and other weapons.

- A few hundred people went missing in 2020, when the conflict intensified. Combined with people who went missing in connection with the conflict in the 1990s, over 4,900 people remain missing, of whom around 1,100 are registered in Armenia. A national mechanism to coordinate the authorities’ efforts to clarify the fate of the missing was established in 2022. The families of missing people continue to face legal, psychological and financial difficulties.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- maintain dialogue with the sides to the conflict on the protection afforded by IHL to civilians and civilian objects;

- strengthen resilience among border communities to the effects of the conflict; help displaced people to cover their basic needs; mobilize and urge the authorities and other actors of influence to implement long-term measures to soften the lasting consequences of the conflict;

- ensure that the continuum of care for wounded people is more prepared for emergencies, by building up capacities among first-aiders, medical evacuation services and hospitals;

- urge the authorities to ascertain the fate of missing people from the different phases of the conflict and address the needs of their families, and provide them support for doing so; at the request of the sides, act as a neutral intermediary in the exchange and verification of information on missing-persons cases and in the handover of human remains;

- support the authorities in aligning the treatment and living conditions of detainees held in relation to the conflict with internationally recognized standards for detention and/ or IHL, and facilitate contact between these detainees and their families; and

- strengthen emergency preparedness in the country, in cooperation with the Armenian Red Cross Society and other Movement partners, and government agencies.
ICRC ACTION

CIVILIANS

Objective: People displaced by the armed conflict, and civilians living near the eastern border with Azerbaijan, are protected and their basic needs met. Members of families separated by conflict are able to communicate with each other. Missing people’s families receive information on the fate of their relatives, and their legal, psychological and financial needs are addressed.

Promoting compliance with IHL

The ICRC will continue to assess the situation of civilians living near the eastern border with Azerbaijan, and that of displaced people who had fled into or within Armenia during the escalations of the conflict. Employing a regional approach (see also Azerbaijan), it will maintain its dialogue with the sides to the conflict on IHL provisions governing the conduct of hostilities, particularly the obligation to protect civilians and civilian objects, such as schools and health facilities. The ICRC will document allegations of violations and raise these concerns confidentially with the sides.

Enabling members of separated families to stay in touch

The ICRC will help members of families separated by armed conflict, detention or other circumstances to locate or contact relatives through tracing, phone calls and other family-links services. When requested to do so by all parties concerned, it will act as a neutral intermediary in returning civilians or captured combatants to their families.

Supporting efforts to ascertain the fate of missing people and prevent further disappearances

The ICRC will urge the sides to the conflict to take steps to prevent disappearances, such as preparing contingency plans for quickly scaling up forensic capacities in case of emergencies. It will also remind them of their obligation to ascertain the fate of people missing in connection with conflict, including those missing since the 1990s, and to address the needs of their families. At the request of the sides, it will act as a neutral intermediary in the exchange and verification of information on missing-persons cases and in the handover of human remains.

The ICRC will continue to help the sides locate, recover and identify the remains of those killed in fighting and resolve missing-persons cases. It will work with them to develop standard procedures for collecting, storing and analysing pertinent information; give them training and material support; and carry out infrastructural upgrades at morgues.

Together with the Armenian Red Cross Society, NGOs and associations of missing people’s families, the ICRC will provide missing people’s families with support through an accompaniment programme. Under the programme, mental health and psychosocial support sessions will be organized by the ICRC and ICRC-trained specialists, and ICRC-trained community workers will assist families to deal with legal, administrative, and other matters as necessary, including by notifying the appropriate authorities about family members’ individual concerns.

Helping to address the lasting effects of the conflict

The ICRC’s long-standing presence in the region, and its regular interaction with conflict-affected communities, enables it to assess their needs, keep them informed about its activities, and collect their views and suggestions. The ICRC will continue to help people living near the eastern border with Azerbaijan to cope with the effects of the conflict on their lives, particularly on their safety, mental health and socio-economic situation. Whenever possible, it will intercede with the relevant authorities to facilitate civilians’ activities near the border: for example, it will request them to take precautions to ensure civilians’ safety ahead of cultural events or seasonal agricultural activities. It will also work with the National Society to promote safe practices among border communities – to mitigate the risks from mines and military activity.

The ICRC recognizes that a systemic approach is essential for addressing the various needs of conflict-affected people. It will therefore continue to urge local and national authorities, and to mobilize them – and other actors with influence and resources, such as local and international NGOs and UN agencies – to develop comprehensive policies and initiate long-term measures to address issues affecting border communities, such as the difficulty of pursuing livelihoods; the presence of mines/ERW; the depletion of water sources in border areas; and the psychological toll of the conflict. The ICRC will seek to expand cooperation with the authorities and other actors of influence. It will offer the authorities advice based on its experience of implementing protection and assistance activities for people affected by armed conflict. It will urge foreign development agencies to address the needs of border communities and civilian victims of the conflict, particularly safe access to water, education, livelihoods and social benefits. For example, the ICRC will continue its partnership with an international NGO to provide housing for conflict-affected people.

The ICRC will work to ensure that children who are displaced and/or living near the eastern border with Azerbaijan have safe access to educational opportunities. It will continue to support the education ministry’s policy reforms concerning emergency preparedness and help it and the emergency services ministry to revise protocols in that regard, and on the use of ‘safe rooms’ in schools, in which students, teachers and other community members can take shelter during incidents of violence. It will provide schools with soap and other hygiene items, upgrade water and sanitation facilities, and, with the support of the National Society, instruct students in good hygiene. In conjunction with the authorities and local and international organizations, it will make other, minor infrastructural improvements at schools; provide them with school supplies and supplies necessary for emergencies; and carry out other small-scale initiatives depending on their specific needs. At four schools with shortages of on-site teachers, for example, communications equipment provided by the ICRC will enable students to attend certain classes, delivered by teachers at other schools, remotely. The ICRC will also support the National Society’s education initiatives; these include, for example, the organization of learning activities for children living near the eastern border with Azerbaijan.
With a view to helping them strengthen their resilience, and working with the National Society where possible – the ICRC will continue to aid the most vulnerable communities living near the eastern border with Azerbaijan; displaced people; people whose relatives have died, been detained or gone missing in connection with the conflict; and others with protection-related concerns. It will upgrade water infrastructure serving them and give them material and financial support. It will also ensure the availability of mental-health and psychosocial support; for health workers near the eastern border with Azerbaijan, this support will also teach them about self-care and equip them to more fully understand and tend to the mental-health needs of the people they serve.

The National Society and the ICRC will continue to broaden awareness of safe practices around mines/ERW, and during shooting and shelling incidents, among students, teachers, displaced people and others living near the eastern border with Azerbaijan. The ICRC will also continue to provide support for the Armenian Centre for Humanitarian Demining and Expertise (CHDE) and work with it to tackle the humanitarian consequences of weapon contamination in a sustainable manner.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- cultivate dialogue with the sides, to discuss the concerns of conflict-affected communities, and IHL provisions on the conduct of hostilities, with them
- obtain security guarantees from the relevant authorities to enable civilians to live and work in safety near the eastern border with Azerbaijan, and, if necessary, to facilitate evacuation of wounded people and recovery of human remains
- help ensure that children affected by the conflict are able to continue their education; more specifically:
  - urge the authorities and other actors to take steps towards this end
  - promote the safety of students and teachers
  - together with the National Society, train staff in schools to prepare for emergencies; help them organize simulation exercises to practise evacuation drills and other elements of contingency plans
- with the authorities, the National Society and other organizations, carry out or support small-scale projects at schools, such as making minor improvements to their water and heating infrastructure, providing them with material support and promoting good hygiene

With the National Society:

- use public-communication channels to make communities near the international border aware of the risks to them, including mines and ERW (see below) and safe practices in this regard

**PROTECTION OF FAMILY LINKS**

- offer to serve as a neutral intermediary for any humanitarian activity requiring the consent of all involved, such as recovering and transferring human remains, and handing them over to the families concerned
- urge the authorities to address the needs of missing people’s family members, and give them expert advice and other support for doing so
- with the support of the National Society, organize an accompaniment programme for missing people’s families, to provide them with mental-health, psychosocial, legal, administrative and other support as necessary

With the National Society

- provide family-links services to people separated from their families

**FORENSICS**

- urge the authorities to fulfill their obligation to ascertain the fate of missing people
- provide forensic personnel with supplies and equipment and train them in recovering and managing human remains properly; remind authorities that they must ensure that first responders can recover the dead safely
- give the authorities expert guidance in collecting, managing, preserving and/or processing biological reference samples and ante/post-mortem data; help them to develop standard procedures in these areas

**HEALTH**

- together with the National Society where possible, train community-based volunteers, health workers, local service providers and National Society personnel to provide mental health support to people from communities living along the eastern border with Azerbaijan, members of missing people’s families, and others affected by armed conflict

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Income support</th>
<th>Living conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,074 people</td>
<td>200 people</td>
</tr>
</tbody>
</table>

- provide income support to some 4,100 people; more specifically:
  - provide multipurpose cash grants to about 400 particularly vulnerable people: mine victims, people with medical conditions, and relatives of missing people, or recently released ex-detainees; with the National Society, provide the same support to about 100 displaced households (400 people) as well
  - organize seed fairs and other market-based interventions to support the livelihoods of roughly 820 households (3,270 people) near the eastern border with Azerbaijan
- In partnership with an international NGO, provide housing to some 200 particularly vulnerable people along the eastern border with Azerbaijan
- improve the production, conservation and commercialization capacities of some 250 farming households (1,000 people) by providing them with
agricultural inputs and/or technical training on such topics as beekeeping and fertilizer production in the event of an emergency, distribute blankets, hygiene kits and food parcels to thousands of people

**WATER AND HABITAT**

<table>
<thead>
<tr>
<th>Water and habitat activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>525 people</td>
</tr>
</tbody>
</table>

- upgrade water infrastructure at two villages near water bodies within Gegharkunik region, benefiting some 275 people
- renovate water and sanitation facilities at three schools near the international border, benefiting some 250 teachers students
- renovate the lighting, sanitation and/or ventilation infrastructure at two facilities

**WEAPON CONTAMINATION**

- provide CHDE staff with training, expert guidance and material support for conducting information sessions on mine risks and safe practices; train officials from the CHDE, the defence ministry, and the emergency services ministry in blast-trauma care

With the National Society

- conduct information sessions and setup social-media posts on mine risks and safe practices, including during episodes of shooting and shelling, benefiting some 4,700 people

**SUPPORT FOR THE NATIONAL SOCIETY**

- through training and other support, and by carrying out activities with it, enable the National Society to develop its capacities in implementing economic-security activities, improving access to education, restoring family links and conducting information sessions on mine risks and safe practices

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** Detainees are afforded treatment and living conditions that meet internationally recognized standards and, where applicable, comply with IHL.

**Helping authorities to improve the treatment and living conditions of detainees**

The ICRC will visit detainees held in connection to the conflict, or for crossing the eastern border with Azerbaijan, in accordance with its standard procedures, to assess their treatment and living conditions. It will request the pertinent authorities that it be promptly notified when such people are detained, and also that they facilitate ICRC visits to these people. Findings and recommendations, if any, will be communicated confidentially to the authorities, to help them ensure that detainees’ treatment and living conditions are in line with IHL and/or internationally recognized standards; when necessary, material support will be also provided for this purpose. The ICRC will impress upon the authorities the necessity of protecting conflict-related detainees from public curiosity. The ICRC’s family-links services will enable detainees, including some transferred into Armenia during the 2020 escalation of the conflict, to contact or receive visits from their families. Foreign detainees will be given support to contact their consular offices or the UNCHR as well.

When requested, the ICRC will offer the authorities expert advice for revising their criminal-justice and penitentiary policies; notably, this will include advising them on constructing a new prison in line with international standards.

**Supporting recently released ex-detainees**

When requested to do so, the ICRC will help to return conflict-related detainees to their homes. Regardless of its participation in their release and return, the ICRC will monitor the needs of these ex-detainees. It will communicate its findings and, if necessary, its recommendations with the authorities concerned, and give ex-detainees material support as needed. It will also work with NGOs and the Swedish Red Cross to expand mental-health and specialized psychosocial support for them.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- visit detainees, and communicate findings and recommendations confidentially to the authorities concerned
- remind the authorities of their responsibilities under IHL towards people held in connection with the conflict; when requested to do so, act as a neutral intermediary in returning these people upon their release
- discuss internationally recognized standards for detention with justice ministry personnel and prison administrators when postal services are inadequate, facilitate, as a neutral intermediary, the exchange of legal documents to help the authorities to uphold detainees’ judicial guarantees when necessary, provide ad hoc material support – clothes and hygiene items, for instance – to detainees transferred to Armenia following the escalation of the conflict, and to other detainees on their release and repatriation help local institutions strengthen mental-health and specialized psychosocial support services for ex-detainees; to that end, organize training and other support for NGO personnel, ex-detainees’ family members, and selected ex-detainees in peer-support networks

**RESTORING FAMILY LINKS**

- enable detainees to maintain contact with their families through RCMs, phone or video calls, by arranging family visits for them, or through other means
- at the request of foreign detainees, notify their consular representatives or the UNHCR of their detention

**WOUNDED AND SICK**

**Objective:** Wounded people receive timely medical attention.
Making first aid and basic emergency care more readily available

The ICRC will work with the Armenian Red Cross Society and relevant authorities to make first aid, medical evacuation and emergency care more widely available, especially at the pre-hospital level. It will also prepare the providers of these services to deal with influxes of wounded people.

The National Society will be given comprehensive support for strengthening and expanding its community-based first-aid programme, which encourages and enables community members – teachers, firefighters, and others – in dozens of border communities to develop their first-aid skills. With ICRC support, the National Society will also organize first-aid training, including simulation exercises, with rescue teams from the Ministry of Emergency Situations. First-aid training rooms will be constructed at several regional branches of the National Society.

The ICRC will continue to urge the health authorities to develop and implement standards for emergency medical and surgical services – for example, training requirements and clinical protocols – with a view to ensuring that wounded people, even in remote areas, have access to timely care. It will organize courses in basic emergency care – designed jointly with the WHO – to help hospitals with limited resources in border regions to improve their services for wounded people and make them more accessible. Some of these hospitals – along with the regional blood transfusion station in Goris and several health posts that provide first aid and emergency care – will benefit from ICRC infrastructural improvements and, during emergencies, receive medical supplies and equipment such as wound-dressing kits.

### PLAN OF ACTION AND INDICATORS

**MEDICAL CARE**

- give the National Society material, financial and technical support to:
  - organize basic, refresher and train-the-trainer courses in first aid
  - provide communities with supplies and equipment for first aid

- help staff at six hospitals to develop contingency plans for managing large influxes of wounded people; provide some of these hospitals, and the regional blood-transfusion station in Goris, with medical supplies and equipment in case of emergencies; train staff at these hospitals in basic emergency care and give the health ministry expert guidance to develop national standards in this area

**WATER AND HABITAT**

- renovate or construct facilities for emergency care (e.g. emergency rooms) at two hospitals and five primary-health-care centres situated near the eastern border with Azerbaijan

**ACTORS OF INFLUENCE**

**Objective:** The authorities and the armed forces understand and respect IHL and other basic rules protecting people during armed conflict, and incorporate them in their decision-making. The media, academics and others with influence foster awareness of humanitarian issues and IHL among all those involved in the conflict and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the Movement’s work.

**Supporting efforts to implement IHL**

The ICRC will provide support for lawmakers, and for officials from the justice, emergency services, and other ministries, in a number of areas related to the domestic implementation of provisions in IHL treaties, for example: advancing the process of ascertaining the fate of missing people and ensuring that people are kept safe from mines/ERW (see also Civilians).

The ICRC will advocate fuller integration of IHL – and, where relevant, international human rights law – into the training, operations and doctrine of the military, border guards and civil defence forces. It will do so through closer dialogue with these parties, and with the defence ministry and other government bodies. It will stand ready to provide training on these topics, upon the request of the authorities.

The ICRC will continue to develop its partnerships with leading academic institutions and IHL experts in Armenia, with a view to boosting the contribution that young researchers and other professionals can make to the domestic implementation of IHL. It will encourage universities to include IHL in some of their undergraduate programmes.

**Raising awareness of the effects of armed conflict and fostering support for humanitarian action**

Together with the Armenian Red Cross Society, the ICRC will draw attention to the humanitarian consequences of armed conflict, and cultivate support for its activities, among the authorities, civil society and the international community, while also emphasizing its purely humanitarian approach. It will use traditional and social media to publicize the plight of missing people’s families, displaced people, border communities and detainees, and it will help media outlets to report accurately on all these matters. The ICRC will seek through these means to disseminate key humanitarian messages as broadly as possible. It will also use social media to let people know how to protect themselves (see Civilians).

**PLAN OF ACTION AND INDICATORS**

- urge members of parliament, and key ministries and other government bodies, to advance the implementation of IHL; to that end, organize training sessions and seminars on IHL–related topics for them

- organize a regional online summer school on IHL and a national IHL moot court competition for young academics; sponsor students to participate in IHL events outside Armenia; provide universities with reference materials on IHL
engage in regular dialogue with defence ministry, military, border-guard and other government officials, and urge them to further integrate IHL into their training, operations and doctrine

brief civil-defence personnel, and military and border-guard troops, on the ICRC’s mandate and activities; brief them also on IHL, at the authorities’ request

With the National Society:
organize workshops, briefings and other events for journalists, government officials and diplomats, to help them reach a fuller understanding of the ICRC’s mandate and activities
produce public-communication materials for distribution through traditional and social media
give the National Society financial and other support to strengthen its capacities in public communication

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Armenian Red Cross Society has a strong legal basis for independent action. It is able to carry out its core activities effectively. The activities of all Movement components are coordinated.

Together with the International Federation and other Movement components working in Armenia, the ICRC will give the National Society support for strengthening its operational capabilities. It will maintain its operational partnership with the National Society in numerous areas, such as training in first aid; supporting missing people’s families; assisting border communities and displaced people; conducting information sessions on mine risks and safe practices; and public communication. The ICRC will also help the National Society to prepare, at its branches in border regions, contingency plans for potential emergencies; these will seek to ensure continuity of their work and rapid expansion of their activities if necessary.

In line with the provisions of the Seville Agreement 2.0, the ICRC, in its capacity as co-convener, will promote coordination of activities and security measures among all Movement components in Armenia, in order to help mount a stronger Movement response to humanitarian emergencies.

PLAN OF ACTION AND INDICATORS

provide the National Society with training, expert guidance and technical and financial support for expanding its organizational and operational capacities, security measures, volunteer base and activities in border regions
coordinate activities regularly with Movement partners and draft joint contingency plans for emergencies
The ICRC has been working in Azerbaijan since 1992 in relation to the armed conflict in the region. It works to protect and assist communities affected by conflict and seeks to address the issue of missing persons. It visits detainees held for conflict-related or security reasons. It promotes implementation of IHL and its integration into armed and security forces’ training and into academic curricula. The ICRC works in partnership with the Red Crescent Society of Azerbaijan and aims to help strengthen its capacities.

**BUDGET IN KCHF**

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**PERSONNEL**

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**ASSISTANCE TARGETS**

**CIVILIANS**

<table>
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<tr>
<th>Type</th>
<th>Amount</th>
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**WATER AND HABITAT**

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<th>Amount</th>
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<td>Water and habitat activities</td>
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**HEALTH**

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**WOUNDED AND SICK**

**MEDICAL CARE**

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<tr>
<td>Hospitals supported</td>
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**WATER AND HABITAT**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Water and habitat activities</td>
<td>4 structures</td>
</tr>
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</table>
SITUATION

- An escalation of armed conflict in September 2020 resulted in thousands of military and hundreds of civilian casualties, according to the sides. A ceasefire agreement, brokered by the Russian Federation, led to changes in territorial control and the deployment of Russian peacekeeping forces.
- Another escalation of armed conflict in September 2022 led to further military casualties. The situation at the border between Azerbaijan and Armenia, and in other areas near military positions, remains tense; skirmishes take place periodically, and people continue to be detained in connection with the conflict or for crossing the border.
- Members of the international community endeavour to facilitate political dialogue between the sides, and meetings between high-level representatives of Azerbaijan and Armenia have taken place.

HUMANITARIAN CONCERNS

- Reconstruction efforts are ongoing for civilian infrastructure, such as homes and schools, that were damaged or destroyed by shelling and air strikes during the intensified fighting. Living conditions remain difficult for the tens of thousands of people, from both sides of the former line of contact, who were displaced by the fighting and changes in territorial control, and for those living in or returning to communities directly affected by the hostilities. Having lost their property and their livelihoods, they struggle to meet their basic needs; many of them have been psychologically traumatized.
- Mines, explosive remnants of war (ERW) and exposure to military activities endanger people living in conflict-affected areas, limit their ability to pursue agriculture and other livelihoods and prevent regular maintenance of electrical and water infrastructure. The availability of water is also made worse by the depletion of water sources in conflict-affected areas. All this causes psychological distress.
- Communities exposed to military positions are unequipped to deal with mass-casualty incidents. They lack the trained emergency responders and medical staff necessary to provide emergency trauma care to, for instance, people wounded by mines/ERW and other weapons.
- A few hundred people went missing in 2020, when the conflict intensified. Combined with people who went missing in connection with the conflict in the 1990s, over 4,900 people remain missing, of whom around 3,800 are registered in Azerbaijan. The families of missing people continue to face legal, psychological and financial difficulties.
- Some Azerbaijani families are still waiting for news of relatives in areas of Iraq and the Syrian Arab Republic (hereafter Syria) formerly controlled by the Islamic State group. The authorities repatriated several hundred women and children, who have been reunited with relatives in Azerbaijan and have begun to reintegrate into their communities.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- discuss with the sides the protections afforded by IHL to civilians and civilian objects, address the immediate needs of people affected by military operations and help to keep them safe;
- help vulnerable communities to become more resilient to the effects of the conflict and stay safe in weapon-contaminated areas; mobilize and urge the authorities and other influential actors to implement long-term measures to mitigate the socio-economic impact of the conflict and its consequences for people’s safety, mental health, and access to education and other basic services;
- strengthen the continuum of care for wounded people by building up capacities among first-aiders, medical evacuation services and hospitals; strengthen emergency preparedness in the country, in cooperation with the Azerbaijan Red Crescent Society and other Movement partners, and with civilian and military actors;
- assist the authorities efforts to ascertain the fate of missing people, including those who had gone missing in the 1990s, and address the needs of their families; give them various forms of support for doing so;
- support the authorities in aligning the treatment and living conditions of detainees with internationally recognized standards and/or IHL; and
- facilitate contact between Azerbaijani families and their relatives in Iraq and Syria; support the authorities’ efforts to advance the social reintegration of returnees from those countries.
ICRC ACTION

CIVILIANS

Objective: Displaced people, returnees and others severely affected by the conflict are able to meet their basic needs, resume their livelihoods and obtain essential services. Civilians living near the border between Azerbaijan and Armenia, and other military positions. Employing a regional approach (see also Armenia), it will maintain its dialogue with the sides on IHL provisions governing the conduct of hostilities, particularly the obligation to protect civilians and civilian objects, such as schools and health facilities. The ICRC will document allegations of violations and raise these concerns confidentially with the sides. It will continue to enable military personnel to add to their knowledge of IHL and of its own mandates and role of neutral intermediary.

Promoting compliance with IHL

The ICRC will continue to monitor the situation of civilians living near the border between Azerbaijan and Armenia, and other military positions. Employing a regional approach (see also Armenia), it will maintain its dialogue with the sides on IHL provisions governing the conduct of hostilities, particularly the obligation to protect civilians and civilian objects, such as schools and health facilities. The ICRC will document allegations of violations and raise these concerns confidentially with the sides. It will continue to enable military personnel to add to their knowledge of IHL and of its own mandates and role of neutral intermediary.

Enabling members of separated families stay in contact

The ICRC will help members of families separated by armed conflict, detention or other circumstances to locate or contact relatives through tracing, phone calls, RCMs, and other family-links services. When requested to do so by the sides, it will act as a neutral intermediary in returning civilians or combatants to the families concerned.

Supporting efforts to ascertain the fate of missing people and prevent further disappearances

The ICRC will continue to work with the sides to clarify the fate of people unaccounted for and to prevent disappearances: for instance, it will help them draft contingency plans for rapid expansion of forensic capacities during emergencies. It will also remind them of their obligation to ascertain the fate of people missing in connection with conflict, including people missing since the 1990s, and to address the needs of their families. At the request of the sides, it will act as a neutral intermediary in the exchange and verification of information on missing-persons cases and in the handover of human remains.

The ICRC will continue to help the sides locate, recover and identify the remains of those killed in fighting and to resolve missing-persons cases. It will give them training, material support and expert advice for developing and ensuring adherence to standard procedures for collecting, storing and analysing pertinent information, and for coordinating the work of the numerous agencies involved; it will also facilitate study visits by key personnel to other countries for this purpose.

The ICRC will assist the activities of community-support networks for missing people’s families, which are made up of associations of missing people’s families, service providers and other local partners. The networks give the families psychosocial support, notify the authorities of their concerns, and assist them in legal, administrative and other matters as necessary.

Helping to address the lasting effects of the conflict

The ICRC’s long-standing presence in the region, and its regular interaction with them, enables it to monitor the needs of communities affected by the conflict, update them about its activities, and collect their views and suggestions. It will help these people to strengthen their livelihoods and their resilience to the conflict’s impact on their lives – particularly with regard to their safety, socio-economic situation and mental health. For example, the ICRC will help them to start income-earning activities that are sustainable and comparatively safe, such as beekeeping and fodder farming – alternatives to the traditional farming or herding activities that might take them to fields contaminated by ERW and endangered by military positions. Where necessary, the ICRC will also give people cash for meeting their immediate needs. Together with the authorities, the Azerbaijan Red Crescent Society and others, the ICRC will work to ensure the availability of psychological and psychosocial support, by building up local capacities in these areas and by directly providing these services in the interim.

Whenever necessary, the ICRC will intercede with the authorities and Russian peacekeeping forces to facilitate civilian activities in unsafe areas: for example, it will request them to ensure civilians’ safety ahead of cultural events, seasonal agricultural activities, or repairs to community facilities. It will promote safe practices – to mitigate the danger emanating from mines/ERW and military activity – among these communities. It will also aid the National Society in developing its ability to conduct information sessions on mine risks and safe practices, and offer technical and other support for the Azerbaijan National Agency for Mine Action (ANAMA), which oversees humanitarian mine action in Azerbaijan.

In order to make good-quality health care more widely available, the ICRC will support three primary-health-care centres in Aghdam and Tartar districts as part of a pilot project through which it had previously also renovated these facilities; this project will be carried out together with local health authorities and the Administration of the Regional Medical Divisions, with a view to helping them replicate such assistance on a larger scale. Together with the National Society, the ICRC will also enable the centres to publicize their services in nearby communities; strengthen referral systems (see Wounded and sick); make staff aware of their rights and responsibilities and improve their diagnostic services and the curative and antenatal/postnatal care they offer.

The ICRC will take a multidisciplinary approach to ensuring safe access to educational opportunities for children in conflict-affected communities. It will mobilize the education ministry and others concerned to develop activities that improve schools’ emergency-preparedness, foster the psychological well-being of schoolchildren and ensure their safe access to schools, online or in-person. Together with the education ministry and others concerned, it will renovate school facilities, train teachers to care for their own and others’ mental health and provide schools and students with material support. Where possible, renovations will enable the...
use of renewable energy resources, for example by installing solar panels and water heaters. The ICRC will promote safe practices among students attending schools in areas at risk of intensified violence; where relevant, it will help to renovate or install protective structures such as ‘safe rooms’ in which students, teachers and other community members can take shelter during incidents of violence.

The ICRC recognizes that a systemic approach is essential for addressing the various needs of vulnerable and conflict-affected people – including the need to facilitate safe, informed and voluntary returns for people displaced by the recent escalations of the conflict. It will therefore continue to mobilize the authorities, local NGOs, and others to develop comprehensive policies and initiate long-term measures to address issues affecting these communities, such as: the difficulty of pursuing livelihoods; access to social benefits for civilian victims of the conflict; the presence of mines/ERW; the depletion of water sources in conflict-affected areas; the psychological toll of the conflict; and the effects of the conflict on children’s education. The ICRC will seek to interact more closely with the pertinent actors and offer them advice based on its experience of implementing protection and assistance activities for people affected by conflict. For example, it will maintain its engagement with the Ministry of Labour and Social Protection, with a view to increasing referrals for social benefits.

The ICRC will continue to support the authorities’ efforts to develop policies and measures to ensure the sustainability of water sources for conflict-affected communities – by strengthening local capacities in operating and maintaining water facilities properly and ensuring their long-term functioning. The National Society and the ICRC will conduct information sessions in schools and elsewhere, to promote responsible use of water in rural communities.

Helping people repatriated from the Middle East

The ICRC will follow up the situation of people repatriated from Iraq and Syria, in order to monitor their social reintegration and help them obtain government benefits. It will work with pertinent actors – the State Committee for Family, Women and Children Affairs, the ministries of health, science and education, and labour and social protection, and UNICEF, for example – to ensure that repatriates, particularly children, have access to mental–health and psychosocial support, education, social benefits and medical care. At the authorities’ request, the ICRC will assist in repatriating other separated/unaccompanied minors and, when appropriate, in reuniting them with their families.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

• cultivate dialogue with the sides, to discuss the concerns of vulnerable communities and IHL provisions on the conduct of hostilities with them
• obtain security guarantees from the relevant authorities to enable civilians to live and work in safety near military positions, and to facilitate evacuation of wounded people or recovery of human remains
• help to ensure that children affected by the conflict are able to continue their education; more specifically:
  • mobilize the authorities and other actors to take steps towards this end
  • organize hygiene promotion, water–conservation and first-aid training sessions at schools, and provide schools with first-aid kits (see Wounded and sick);
  • provide schools with teaching supplies and new furniture; train teachers, and give them expert guidance, in using digital tools to teach remotely
  • support the National Society to further develop the Education in Emergencies programme, which provides various types of support to schools and students in conflict-affected areas
• provide schools and other public structures with technical and material support for implementing protective measures
• provide members of specific groups in Azerbaijan with assistance for obtaining access to social programmes
• pursue dialogue with military and security forces personnel on their obligations under IHL and other norms, and on the ICRC’s activities and its access to conflict-affected communities; organize training and briefings on IHL for military, border-service and other troops
• with the National Society whenever possible, use public-communication channels to alert communities in conflict-affected areas to the risks to their safety, and inform them of safe practices in this regard
• enable communities to learn about the ICRC services available to them, and to tell the ICRC about their concerns and what they think of its programmes, via social media and other means

PROTECTION OF FAMILY LINKS

• offer to serve as a neutral intermediary for any humanitarian activity requiring the consent of all involved, such as recovering and handing over human remains, and returning them to the families concerned
• together with the National Society where possible, give the authorities expert advice and other support for fulfilling their obligation to ascertain the fate of missing people and address the needs of their families
• provide expert guidance and financial support for the community-support networks helping missing people’s families
• provide family-links services for members of dispersed families, including those with relatives still in Iraq and Syria

FORENSICS

• provide the authorities with expert advice for recovering and managing human remains and collecting, handling and preserving post-mortem data; help them to develop coordination mechanisms for the various agencies involved
• provide forensic facilities such as DNA labs and morgues with lab equipment and other material support
organize workshops, conferences and other events for forensic professionals, and sponsor some of them to attend similar events in other countries, to help them learn about such topics as forensic data management, forensic excavation for machine operators and advanced osteology

HEALTH

provide expert guidance for three primary–health–care centres, and arrange training sessions for their staff; with the National Society, organize communication campaigns to inform surrounding communities of the services available to them

together with the National Society where possible, provide mental–health and psychosocial support for victims of violence, repatriated children and their families, missing people’s families and others; train social workers, mental–health professionals and selected members of these communities – teachers and health workers, for instance – in psychological self–care and/or psychosocial counselling

organize information sessions to publicize the mental–health and psychosocial support available from the ICRC and its partners

ECONOMIC SECURITY

Food production
14,045 people

Income support
20,858 people

Living conditions
9,000 people

Capacity-building
500 people

give some 3,000 farming and herding households (14,000 people) agricultural supplies and equipment

provide over 20,800 conflict–affected people – mine victims, people living near military positions, and others – with income support; more specifically:

- help some 800 people meet their basic needs, or access welfare programmes, by giving them cash

- help about 20,000 people to start or resume livelihoods by giving them cash, greenhouses, vocational training and other support

provide some 2,000 conflict–affected households (about 9,000 people) with cash for buying winter clothes and household essentials

together with the National Society, provide the agriculture ministry, local authorities and other entities (e.g. a university) with financial and material support for carrying out initiatives to improve market and livelihood conditions of some 500 people; provide the same support for veterinary services, community centres and other social institutions as well

maintain emergency stocks of food, essential household items and cash for distribution in response to new emergencies

WATER AND HABITAT

Water and habitat activities
39,781 people

provide water boards serving around 30,000 people with material support and expert advice to help them improve and expand their services; organize training for 30 technicians operating water–supply systems

renovate water and electrical infrastructure serving some 6,500 people

improve passive security measures at schools near military positions, and make repairs at schools damaged when the fighting intensified, to benefit some 1,770 students

carry out repairs at homes damaged by the intensified fighting, or provide construction materials and other supplies for doing so, for about 95 households (285 people)

together with the National Society, conduct information sessions on water conservation for some 1,800 people

WEAPON CONTAMINATION

conduct information sessions on mine risks and safe practices in conflict–affected communities

provide ANAMA and other demining and emergency–services personnel with training, expert guidance and other support for disposing of explosive ordnance, broadening awareness of mine risks and safe practices, and other related topics

SUPPORT FOR THE NATIONAL SOCIETY

through training and other support, and by carrying out activities with it, enable the National Society to develop its capacities in restoring family links, implementing economic–security projects, providing mental–health and psychosocial support, and conducting information sessions on mine risks, safe practices and water conservation

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards and, where applicable, comply with IHL.

Helping authorities to improve the treatment and living conditions of detainees

The ICRC will visit detainees, in accordance with its standard procedures, to check on their treatment and living conditions. It will pay close attention to people held in connection with the conflict, security detainees and others who are particularly vulnerable. As civilians and combatants are detained in connection with the conflict or for crossing the border with Armenia or through military positions, the ICRC will request the pertinent authorities to promptly notify it of such arrests and to facilitate its visits to these people; when requested to do so, the ICRC will facilitate their return home.

Findings from these visits – and recommendations, if any – will be communicated confidentially to the pertinent authorities, to help them ensure that detainees’ treatment and
living conditions meet internationally recognized standards and/or comply with IHL. Where necessary, the ICRC will provide material and other support. For example, it will offer its services as a neutral intermediary to pass legal and judicial documents across borders. It will impress upon the authorities the necessity of protecting conflict–related detainees from public curiosity.

The ICRC’s family–links services will enable detainees to contact their families – and foreign detainees, their consular offices or the UNHCR as well. The ICRC will give the authorities expert advice to set up a video–call system for detainees.

**Improving health-care provision**

The ICRC will support the efforts of the health ministry and the justice ministry’s medical department to bring prison health services – including mental–health and psychosocial support – up to internationally recognized standards. It will strengthen coordination mechanisms between the two ministries, and supervise and train health staff at five places of detention, to ensure that detainees are medically screened on arrival and can be treated for common conditions, illnesses and injuries. The ICRC will also promote awareness of medical ethics, including considerations in managing detainees on hunger strike.

**Supporting recently released ex-detainees**

The ICRC will monitor the needs of people who were detained in connection with the conflict and recently released; it will share its findings and, if necessary, its recommendations concerning such ex–detainees with the authorities concerned. It will give ex–detainees mental–health and psychosocial support (see Civilians) and/or material aid as needed.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- visit detainees, and communicate findings and recommendations confidentially to the authorities concerned
- remind the authorities of their responsibilities under IHL towards people held in connection with the conflict; act as a neutral intermediary in passing detainees’ legal and judicial documents across borders and, when requested to do so by the authorities, in returning these people across the border with Armenia
- provide training and expert advice for prison staff on internationally recognized standards for detention and for prison management
- where necessary, carry out small–scale projects to promote the well–being of detainees; provide material support for some detainees, and for others who were recently released
- facilitate contact between detainees and their families through RCMs, phone or video calls, or other means
- at the request of foreign detainees, notify their consular representatives or the UNHCR of their detention

**HEALTH**

- provide officials from the justice ministry’s medical department, and prison doctors and health and other staff at five places of detention, with expert guidance in managing health services; organize lectures for health staff at these facilities on treating mental–health issues and common medical conditions like hypertension and diabetes

**WOUNDED AND SICK**

**Objective:** Wounded people receive timely medical attention.

**Making first aid and basic emergency care more readily available**

The ICRC will work with the Azerbaijan Red Crescent Society and other relevant parties to make first aid, medical evacuation, and basic emergency care more readily available in vulnerable communities. It will aim to ensure that people who need urgent care are more likely to be given life–saving treatment that stabilizes their condition until their arrival at an appropriately equipped hospital, and aim also to prepare hospitals for large–scale emergency situations and dealing with influxes of wounded or sick people.

In conjunction with others, the ICRC will seek to enlarge the pool of trained first–aiders at communities near military positions. It will also continue to promote a training course in basic emergency care that it designed with the WHO: this course aims to ensure that trained personnel are available to provide suitable care for wounded people even where resources are limited. The ICRC will organize training in first aid and/or basic emergency care for potential first responders such as teachers and other community members (see Civilians) and people working for hospitals, primary–health–care centres, ambulance services and ANAMA. It will also help the National Society and local health agencies to develop their own first–aid capacities, notably by helping them to stay abreast of the latest guidelines, best practices and training methods.

The ICRC will provide financial support and expert guidance to help ensure that patients in critical condition are referred from primary–health–care centres to hospitals and given the necessary treatment.

Also in communities near military positions, the ICRC will improve the readiness of key referral hospitals to deal with potential mass–casualty incidents by providing them with emergency stocks of medical items and by giving them training and expert guidance for developing and preparing to enact contingency plans for such incidents, for example by conducting simulation exercises. The ICRC will also renovate rural health–care centres, with a view to enabling their emergency preparedness plans and helping them to make use of solar water heaters as a renewable energy resource.

The ICRC will provide a physical rehabilitation centre with ad hoc material support for its operations, which include outreach activities to provide rehabilitative services in isolated rural communities.
The ICRC will sustain its support for the efforts of military and security forces to integrate provisions of IHL and international human rights law into their training, decision-making and operations. It will engage the defence ministry and all other security forces in dialogue on the subject. It will also assist them in promoting compliance with IHL and other norms among their personnel, by organizing training sessions, briefings and other IHL-related events (see Civilians).

Because academic institutions foster debate and research that can influence policymakers, the ICRC will work with universities to develop expertise in IHL among lecturers and researchers, and to stimulate interest in the subject, and in humanitarian issues in general, among students.

**Raising awareness of the impact of armed conflict and fostering support for humanitarian action**

The ICRC will continue to raise awareness of the humanitarian consequences of armed conflict in the region, and cultivate support for its activities, among the authorities, the international community and civil society – while also emphasizing its purely humanitarian approach. It will use traditional and social media to draw attention to its activities for displaced people, missing people’s families, victims of mines/ERW, detainees, and conflict-affected communities in general. It will maintain contact with journalists to encourage, facilitate, and ensure the accuracy of their reporting on all these matters. The ICRC will seek through these means to disseminate key humanitarian messages as broadly as possible.

Together with the Azerbaijan Red Crescent Society where possible, the ICRC will involve vulnerable communities in finding ways to address their needs (see Civilians). Besides organizing joint activities, the ICRC will also help the National Society to develop its capacity to broaden awareness of the basic provisions of IHL, the Movement’s activities, and the Fundamental Principles.

**PLANNING AND INDICATORS**

**MEDICAL CARE**

- **Hospitals supported**
  - 3 structures

- Together with the National Society where possible, organize basic, train-the-trainer and/or refresher courses in first aid and basic emergency care; provide selected participants with first-aid kits and/or teaching and reference materials
- Provide expert guidance to help strengthen the first-aid training programmes of the National Society and local health agencies
- Provide three hospitals with emergency stocks of medical supplies; give them expert guidance for developing contingency plans and organizing simulation exercises
- Facilitate coordination between primary-health-care centres, ambulance services and hospitals to strengthen referral systems; provide financial support for selected patients
- Maintain stocks of surgical supplies for distribution during emergencies
- Provide a physical rehabilitation centre with material support for its training programme

**WATER AND HABITAT**

- **Water and habitat activities**
  - 4 structures

- Renovate and furnish four rural health-care centres

**ACTORS OF INFLUENCE**

**Objective:** The authorities and the armed forces understand and respect IHL and other basic rules protecting people during armed conflict and incorporate them in their decision-making; the police and security forces do the same with pertinent international norms and international standards for law enforcement. The media, academics and others with influence foster awareness of humanitarian issues and IHL among all those involved in the conflict and in the general public, thus securing greater respect for human dignity.

All actors understand the ICRC’s mandate and support the Movement’s work.

**Supporting efforts to implement IHL**

The ICRC will seek to engage with lawmakers on advancing the domestic implementation of IHL and IHL-related treaties, for example, provisions pertaining to sanctions for IHL violations and to the treatment of people held in connection with armed conflict. It will discuss with government officials and representatives of various agencies – from the defence and justice ministries, for example – the importance of addressing the needs of civilian victims of the conflict and formalizing the legal status of missing people, and other issues of humanitarian concern.

The ICRC will sustain its support for the efforts of military and security forces to integrate provisions of IHL and international human rights law into their training, decision-making and operations. It will engage the defence ministry and all other security forces in dialogue on the subject. It will also assist them in promoting compliance with IHL and other norms among their personnel, by organizing training sessions, briefings and other IHL-related events (see Civilians).

Because academic institutions foster debate and research that can influence policymakers, the ICRC will work with universities to develop expertise in IHL among lecturers and researchers, and to stimulate interest in the subject, and in humanitarian issues in general, among students.

**Raising awareness of the impact of armed conflict and fostering support for humanitarian action**

The ICRC will continue to raise awareness of the humanitarian consequences of armed conflict in the region, and cultivate support for its activities, among the authorities, the international community and civil society – while also emphasizing its purely humanitarian approach. It will use traditional and social media to draw attention to its activities for displaced people, missing people’s families, victims of mines/ERW, detainees, and conflict-affected communities in general. It will maintain contact with journalists to encourage, facilitate, and ensure the accuracy of their reporting on all these matters. The ICRC will seek through these means to disseminate key humanitarian messages as broadly as possible.

Together with the Azerbaijan Red Crescent Society where possible, the ICRC will involve vulnerable communities in finding ways to address their needs (see Civilians). Besides organizing joint activities, the ICRC will also help the National Society to develop its capacity to broaden awareness of the basic provisions of IHL, the Movement’s activities, and the Fundamental Principles.
RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Azerbaijan Red Crescent Society has a strong legal basis for independent action and is able to carry out its core activities effectively. The activities of all components of the Movement are coordinated.

The National Society is the ICRC’s main partner in addressing the needs of conflict-affected communities in Azerbaijan. The ICRC will reinforce this operational partnership by helping to build up the National Society’s capacities in emergency preparedness and response, first aid, public communication and other activities for assisting conflict-affected people. It will help the National Society to set up and train volunteer emergency teams at its branches in conflict-affected parts of the country, and also help it to organize small-scale initiatives at these branches to assist surrounding communities. Together with the International Federation, the ICRC will develop the National Society’s capacities, particularly in organizational management and in incorporating the Safer Access Framework in its operations and contingency planning.

The ICRC will work together with all Movement components in Azerbaijan to coordinate on both routine activities and in preparing a unified Movement contingency plan for responding to potential emergencies.

PLAN OF ACTION AND INDICATORS

- provide the National Society with expert guidance and material and financial support for expanding its operational capabilities
- organize training sessions – including emergency-simulation exercises – for volunteer emergency teams and other National Society personnel
- organize meetings periodically to coordinate the Movement’s activities in the region
BALKANS (REGIONAL)

COVERING: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, Republic of North Macedonia, Serbia, Slovenia, Kosovo

The ICRC has been working in the Balkans since the early 1990s. The organization strives to respond to the needs remaining from past armed conflicts in the region. In particular, it seeks to help clarify the fate of missing persons and to address the needs of their families. The ICRC visits detainees and works with the authorities and civil society to promote IHL and other humanitarian norms. It supports the development of the National Societies, particularly in strengthening their capacities to respond to emergencies, address the specific humanitarian needs of migrants, and help dispersed families restore contact.

BUDGET IN KCHF

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<td>Assistance</td>
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<tr>
<td>Prevention</td>
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<td>Cooperation with National Societies</td>
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Of which: Overheads 420

PERSONNEL

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<td>Resident staff</td>
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SITUATION

Balkan countries are dealing with issues related to past armed conflicts, particularly that of missing people. Around 9,860 people remain unaccounted for in connection with past armed conflicts in the region (the Bosnia and Herzegovina conflict of 1992–1995, the Croatia conflict of 1991–1995, and the Kosovo conflict of 1998–1999). Solving missing-persons cases remains difficult and requires a translation of political commitments into collaborative decisions and the provision of adequate financial and technical resources. In its strategy for the Balkans, the European Union makes a specific commitment to enhancing engagement in solving the remaining missing-persons cases. At a conference in London in 2018, the leaders of the countries in the region renewed their commitment to addressing this issue and on two separate occasions in 2020, Kosovo and Serbia agreed to make progress in the search for missing persons. However, progress in bringing answers to families of missing people is hampered by socio-political tensions. Many families of missing people continue to have to live with the feeling of ‘ambiguous loss’ and often need help to meet their psychosocial and other needs.

A number of people alleged to have been involved in conflicts in foreign countries – particularly in Iraq and the Syrian Arab Republic – and/or their families, have returned to their countries of origin in the Balkans, but many others are still awaiting repatriation.

Migrants, including refugees and asylum seekers, continue to pass through the region. Those stranded in Balkan countries endure dire living conditions. The detention of migrants continues, and allegations of the use of excessive force against migrants persist.

ICRC ACTION

Ascertaining the fate and whereabouts of missing people

Implementation of the ICRC’s roadmap to ascertain the fate of people missing in connection with past conflicts in the Balkans, and address the needs of their families, will end in 2023. The ICRC will urge the pertinent authorities to assume more responsibility for ascertaining the fate and whereabouts of missing people. By mid-2023, it will conclude most of its support for forensic actors and institutions. National authorities will be urged to ensure that forensic resources and capacities are adequate to the task of resolving missing-persons cases; the ICRC will provide the pertinent parties with recommendations in this regard.

Efforts to help missing person’s families get the support they need (e.g. providing assistance to associations of missing people’s families, and support for local services in Kosovo, Serbia and Bosnia-Herzegovina to provide mental–health and psychosocial support for these families) will also be concluded by mid-2023. The ICRC will seek to ensure that local capacities in mental–health and psychosocial support are strengthened to the point where they can fully take over the task of supporting missing people’s families.

In its capacity as a neutral intermediary, the ICRC will continue to chair meetings of the working group on missing people, the sub-working group on forensic issues and the analysis team related to the past conflict in Kosovo. It will ensure that the repatriation and handover of human remains is conducted in line with the procedures agreed upon in the working group. The ICRC will also support the bilateral dialogue on missing people between Croatia and Serbia, in connection with the Croatia conflict of 1991–1995, through its observer role in the mechanism and by providing relevant information pertaining to missing people from archives it has access to.

1. The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.
The ICRC will continue to secure access to and search through national and international archives and other sources for information on gravesites in 2023, until the end of 2024. It will strive to ensure that its archival research will help resolve more missing-persons cases.

**Addressing the needs of migrants and other vulnerable people**

In coordination with the ICRC delegations in Brussels (Belgium), Greece, and Paris (France) (see Brussels, Greece and Paris), and the National Societies and Red Cross structures in the region, the ICRC in the Balkans will continue to monitor the situation of migrants and seek to respond to their protection-related needs. It will bring up the safety and protection concerns of migrants with the pertinent authorities and reiterate to them that the fundamental rights of all migrants, regardless of their status, must be respected. The ICRC will continue to study and document the humanitarian consequences of migration policies in the region and bring them up with the authorities concerned. It will offer police officers – including border-police personnel – training in international norms and international standards applicable to their work, particularly those concerning migration and the use of force in law enforcement operations. In coordination with the ICRC delegation in Afghanistan (see Afghanistan), the ICRC in the Balkans will continue to monitor developments in the situation of Afghan migrants in the region, particularly in Kosovo.

The ICRC will engage authorities in dialogue on the repatriation of citizens alleged to have been involved in fighting outside the region and their families. It will monitor the protection-related concerns and humanitarian needs of returnees alleged to have been involved in fighting abroad, and the concerns and needs of their families; whenever necessary, it will also discuss these matters with the authorities. These returnees and their families will be assisted to contact their relatives, and their basic needs, if unmet, will be covered with the help of Movement partners where possible.

The Movement’s family-links services will help people separated from their families, by migration and other circumstances, to restore or maintain contact with their relatives. The National Societies and Red Cross structures in the region will be assisted to strengthen their family-links services, in line with pertinent data-protection standards.

**Monitoring the treatment and living conditions of detainees**

The ICRC will conduct ad hoc visits, in accordance with its standard procedures, to detainees – in Bosnia-Herzegovina, Kosovo, the Republic of North Macedonia, and Serbia – who are being held in connection with conflicts outside the region. It will communicate its findings and where necessary, its recommendations, confidentially to the pertinent authorities, to help them improve detainees’ treatment and living conditions. It will discuss these detainees’ distinct needs with the authorities; whenever possible, the ICRC will help them restore or maintain contact with their families.

The ICRC will continue to provide the National Societies in Bosnia-Herzegovina, Bulgaria and Croatia with technical support for conducting visits to detained migrants and discussing their protection-related concerns with the authorities; it will also encourage them to participate in workshops on immigration detention. Together with the National Societies, the ICRC will organize workshops on protection-related obligations, norms and standards for immigration detention authorities in Bulgaria and Croatia.

**Broadening awareness of humanitarian issues and promoting IHL and other applicable norms**

The ICRC will pursue various forms of engagement with authorities and other influential actors throughout the region, with a view to broadening understanding of its work and that of its Movement partners, and building support for it and for IHL, and with a view also to ensuring that the issue of missing people remains a matter of priority. The ICRC will give the authorities guidance and/or other support to develop, adopt, implement or strengthen legal frameworks for addressing the issue of missing people and the needs of their families. It will offer the authorities, and national IHL committees where they exist, technical expertise and other support for the domestic implementation of IHL and the ratification of IHL-related treaties. The ICRC will advocate inclusion of an exemption for impartial humanitarian organizations in domestic legislation on counter-terrorism.

National Societies and Red Cross structures will be supported by the ICRC to develop their organizational and operational capacities, in line with the Safer Access Framework. The ICRC will also give them support to improve their public communication, so that they can be more effective in promoting IHL and the respect due to the emblems protected under it. The ICRC will continue to work with the National Society in Bosnia-Herzegovina to raise awareness of the dangers of mines among the local population and migrants.
The ICRC has been working in Brussels since 1999, building strong institutional and operational relations with European Union institutions, NATO and Belgium. It aims to make the ICRC’s mandate better known, to mobilize political, diplomatic and financial support for its activities and to ensure that relevant military decision makers in Western Europe view the ICRC as the main reference point for neutral, impartial and independent humanitarian action, as well as for IHL.

The European Union (EU) is involved in crisis management and conflict resolution throughout the world, and deals with various policy issues of humanitarian concern. It manages crises within the framework of its Common Security and Defence Policy, which is being implemented by various political and military EU structures with support from the European External Action Service (EEAS). There are 20 civilian and military EU missions in progress under this policy in various parts of Africa, Europe and the Middle East. Certain EU missions aim to build capacities among national armed forces and security forces personnel – in Mozambique and Africa’s Sahel region, for example.

NATO is the biggest military alliance in the world. It tackles defence- and security-related issues, is involved in crisis-management operations, and carries out missions to train, advise and/or assist local forces – for instance, in Iraq and Kosovo.

The international armed conflict between the Russian Federation and Ukraine, and its knock-on effects, continue to be of great concern to EU and NATO member states; the issue of security has now become an even greater matter of priority among them. Belgium supports principled humanitarian action and the development, implementation and promotion of IHL. Its capital, Brussels, hosts a large community of diplomats, international civil servants, humanitarian organizations, academics, NGOs and media organizations.

The ICRC will continue to engage with the EU and NATO, their member states, and the Belgian authorities, through bilateral dialogue, participation in multilateral events, and other means. Its goals are to: maintain its image as a distinct, trusted and principled organization and cultivate their support for its mandate and for neutral, impartial and independent humanitarian action; ensure that humanitarian concerns and key IHL provisions are incorporated in their decisions, strategies, policies and operations; and strengthen its position as the reference organization on IHL and related matters.

Fostering support for the ICRC and its work for conflict-affected people

The ICRC will raise awareness of issues of humanitarian concern in conflict-affected areas, and its work for the people affected, among NATO and Belgian officials, and in EU bodies – particularly the Council of the EU and its presidency, the EEAS, and the EC.

Discussions with the parties mentioned above will focus on contexts where armed conflict and other situations of violence have major humanitarian consequences, such as Afghanistan, the Sahel, Syria and Ukraine. They will also tackle matters of common concern: ensuring that impartial humanitarian operations are preserved from the adverse impact of sanctions and counter-terrorism measures; the plight of migrants and the effects of migration–related initiatives; the impact of the climate crisis on conflict–affected people; food security; the use of digital tools in humanitarian action; achieving a sustainable humanitarian impact within the context of the humanitarian–development–peace nexus; and the situation of people from Europe alleged to have been involved in fighting in the Middle East, and that of their families.

1. The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.
The ICRC will continue to strengthen its engagement with ECHO, and with the Belgian government, to maintain their support for its activities. It will also explore ways to broaden this support through dialogue with other EU bodies, such as the EC’s Directorate-General for International Partnerships.

In Belgium, the ICRC will visit selected detainees, in accordance with its standard procedures, focusing on those held in connection with “terrorism”. It will work with the authorities at various levels – prison, central and ministerial – and with others, to ensure that detainees’ treatment and living conditions meet internationally recognized standards, particularly in terms of ensuring detainees’ access to health care. For example, the ICRC will organize seminars on medical ethics.

Promoting IHL

The ICRC will support efforts by NATO’s member states, and its headquarters, strategic commands, policymaking bodies, and legal officers, to advance implementation of IHL and NATO’s protection-of-civilians policy. It will continue to help NATO draft or revise policies and standard procedures, in order to ensure that they take into account IHL, particularly its provisions for protecting civilians. It will also help NATO to integrate these matters into its training and increase the attention paid to these matters in courses at its training centres. The ICRC will participate in various NATO military training exercises and educational events, and engage with NATO training centres. During its discussions with NATO, it will also emphasize humanitarian considerations connected with certain issues, such as the use of explosive weapons in populated areas, violence against health services, and new technologies in warfare.

The ICRC will seek to persuade political and military stakeholders to strengthen compliance with IHL among the parties to armed conflict that they support. It will engage with NATO policymakers and member states, discuss this topic during NATO training activities, and strengthen its dialogue with EU mission planners and the Belgian authorities – and it will urge all of them to take into account, when designing their programmes, the risks and opportunities involved in support relationships.

Together with academic institutions – especially the College of Europe and the Network on Humanitarian Assistance – and the Belgian Red Cross, the ICRC will organize events on IHL for EU and NATO officials, and for legal professionals, students, and other members of civil society. IHL-related issues will also be discussed with the Belgian authorities, such as the justice and foreign affairs ministries, and with the Belgian national IHL committee.

Helping to shape discussions of humanitarian issues

With a view to increasing the Movement’s collective impact, the ICRC will continue to engage with the Belgian Red Cross, the Red Cross EU Office, and Movement platforms (such as the European Legal Support Group) to exchange information, coordinate or jointly organize activities and ensure coherence in the Movement’s positioning in its dialogue with EU and Belgian authorities on such issues as migration, food security, and the effects of sanctions and counter-terrorism measures on impartial humanitarian action. The ICRC will also discuss humanitarian issues with Brussels-based humanitarian organizations, NGOs, think tanks, academics and others, and offer them expert advice on IHL-related topics.

The ICRC will convey humanitarian messages, and information on its activities, to the public through its online platforms and by engaging with media organizations in Brussels. It will maintain its communication campaigns (e.g. via television or digital channels) with ECHO in EU member states.
The ICRC started working in Hungary during the Second World War. In 2022, it re-established its presence as a regional delegation in Budapest. It works to address the protection needs of people – particularly migrants, including refugees – who are affected by the international armed conflict between the Russian Federation and Ukraine. It works with the National Societies in the region and the International Federation to reconnect members of families separated by conflict. It promotes IHL and humanitarian principles among the authorities and other relevant actors in the region. The regional delegation provides logistical support to the ICRC’s operations in Ukraine.

### BUDGET IN KCHF

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### PERSONNEL

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**SITUATION**

- People continue to flee from the international armed conflict between the Russian Federation and Ukraine. The UN estimates that roughly 7.9 million migrants, including refugees, have settled in neighbouring countries, such as Hungary, Poland, Romania, and Slovakia, or are passing through on their way to other countries in the European Union (EU).
- The Temporary Protection Directive (TPD), which grants refugees and other migrants access to employment, housing, and other basic rights, has been activated by EU member states. Hungary, Poland, Romania and Slovakia have implemented national policies in line with the TPD.
- Military and other assistance for Ukraine is channeled through Poland, Romania and Slovakia. NATO and a number of countries have military bases in the region.

**HUMANITARIAN CONCERNS**

- The consequences of the international armed conflict between the Russian Federation and Ukraine have been devastating: large-scale destruction of civilian infrastructure and other violations of IHL have been alleged in Ukraine. As people continue to flee from the ongoing violence, many families have been dispersed, and family members have lost contact with one another. Unaccompanied minors, disabled people, third-country nationals and undocumented people are particularly at risk of becoming unaccounted for. Despite the implementation of policies to protect refugees and other migrants, people who have fled their homes face many risks to their safety and well-being.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- support the dialogue that the ICRC’s delegation in Ukraine and its regional delegation based in Moscow are conducting with the authorities; to that end, document the risks faced by refugees and other migrants, while they were in Ukraine or during their flight from it; maintain dialogue with the authorities on the rights of refugees and other migrants;
- work with the National Societies in the region to reconnect members of families separated by the international armed conflict between the Russian Federation and Ukraine; collect requests for locating missing persons, and notify their families when their fate and whereabouts have been ascertained;
- broaden awareness and acceptance for the ICRC’s activities, and for its neutral, impartial and independent humanitarian approach, among authorities, academics, members of the media and civil society, and the general public; enable armed forces personnel, authorities, national IHL committees, and other influential actors to add to their knowledge of IHL and other pertinent norms; and
- help the National Societies in the region develop capacities in restoring family links and in other humanitarian activities; reinforce partnerships with the National Societies, the International Federation and other Movement components active in the region, in order to deliver a well-coordinated and effective humanitarian response.

The ICRC’s logistics hub in Debrecen, Hungary will store and help channel aid to areas within Ukraine.
ICRC ACTION

CIVILANS

Objective: People fleeing the international armed conflict between the Russian Federation and Ukraine are protected, and their rights respected, in accordance with IHL and other applicable norms. They are able to communicate with relatives in Ukraine and elsewhere, and receive information about missing relatives.

The ICRC will seek to gain a full understanding of the protection needs of people who have fled the international armed conflict between the Russian Federation and Ukraine. It will do so in order to address these needs, and to gather information that the ICRC’s delegation in Ukraine and its regional delegation based in Moscow can use in their dialogue with the parties on the protection of civilians. The ICRC will work in coordination with the National Societies of Hungary, Poland, Romania, and Slovakia, the International Federation, and other Movement components, to ensure a comprehensive Movement response to the needs of refugees, migrants and other people affected by the international armed conflict.

Understanding the needs of people who fled Ukraine
The ICRC will interview refugees and other migrants to learn and document the risks they experienced in Ukraine. The ICRC will feed the information it gathers into the protection dialogue being carried out in a confidential manner by ICRC delegations with the authorities in the Russian Federation (see Moscow) and Ukraine (see Kiev), in order to reinforce the ICRC’s ongoing efforts to remind the parties to the international armed conflict of their obligation under IHL to protect civilians from hostilities. The ICRC will also learn more about the needs of migrants and refugees who have settled in or are passing through the countries covered by the regional delegation. It will do so to adapt its activities accordingly, particularly in reconnecting members of families separated by the international armed conflict (see below), where special attention will be given to groups with specific vulnerabilities such as unaccompanied minors, disabled people, third-country nationals, and undocumented people.

The ICRC will impress upon the authorities the necessity of respecting the rights of refugees and other migrants, and of upholding the principle of non-refoulement. In coordination with the delegations in Ukraine and surrounding countries (see Republic of Moldova, Moscow, and Ukraine), the ICRC’s regional delegation in Budapest will also engage border guards and other authorities, as well as the UNHCR and the IOM, in dialogue on refugees and other migrants’ access to humanitarian services.

Reconnecting members of families dispersed by violence
Together with the National Societies, the ICRC will strive to reconnect members of families separated by the international armed conflict between the Russian Federation and Ukraine. It will adapt the Movement’s family-links services to the needs documented by the ICRC through interviews with refugees and other migrants (see above). The ICRC will publicize the Movement’s family-links services among refugees and other migrants, the authorities, humanitarian actors, members of civil society, and the general public.

The ICRC, together with other Movement partners, will assist the National Societies in developing their ability to provide family-links services and carry out other protection-related activities in support of the ICRC’s efforts to address the needs of refugees and other migrants. For instance, the ICRC will help the National Societies extend their family-links services to refugees and other migrants in remote areas. It will also enable National Society staff to provide protection – particularly against sexual violence and exploitation – and referrals to pertinent service providers for at-risk groups such as unaccompanied minors.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

1. Document the risks and concerns that people experienced in Ukraine, or as they were fleeing the country, and, through the pertinent ICRC delegations, discuss them with the authorities and other parties concerned
2. Identify the needs of groups with specific needs (e.g. unaccompanied minors, disabled people, third-country nationals, undocumented people) and give them ad hoc support or refer them to their embassies, the National Societies or the UNHCR
3. With other ICRC structures in the region, whenever possible, conduct dissemination sessions to remind authorities of the rights of refugees and other migrants, and the protection due to them, including the principle of non-refoulement

PROTECTION OF FAMILY LINKS

With the National Societies:

1. Identify the family-links needs of refugees and other migrants, for instance by holding focus-group discussions with them or with authorities and other humanitarian organizations
2. Through social and/or traditional media and direct engagement, inform refugees and other migrants of the family-links services available to them and means to obtain these services; explain to authorities and humanitarian actors working in the region how members of families separated by conflict should be referred to the Movement’s family-links services
3. Provide the Movement’s family-links services to people seeking them; collect requests for tracing missing persons and/or allegations of arrest

SUPPORT FOR THE NATIONAL SOCIETIES

With Movement partners, give National Society staff technical and material support for providing family-links services, and for expanding these services during emergencies; organize round tables and forums on the subject; train National Society personnel in the basic principles of protection for civilians during armed conflict
**ACTORS OF INFLUENCE**

Objective: The authorities and the media, academics and others with influence understand IHL and other fundamental rules protecting people during armed conflict and other situations of violence. They help foster awareness of humanitarian issues and relevant norms among all parties concerned and in the general public, thus securing greater respect for human dignity. All actors understand and support the ICRC’s mandate and its neutral, impartial and independent humanitarian action.

Gaining acceptance for the ICRC’s humanitarian work

The ICRC will endeavour to broaden awareness and acceptance for its principled humanitarian work in the region, particularly in connection with the international armed conflict between the Russian Federation and Ukraine. To this end, it will identify key stakeholders – among national authorities, academic circles, diplomats, members of the media and civil society, and other influential actors – whom it will engage in dialogue about its protection-related activities for people affected by the international armed conflict (see Civilians). The ICRC will work with national and regional media organizations, for instance by providing them with information that emphasizes the ICRC’s mandate and its neutral, impartial and independent humanitarian action. It will also strive to engage directly with people who fled Ukraine in order to understand their concerns more fully.

The ICRC will work with the National Societies of Hungary, Poland, Romania, and Slovakia, and other Movement partners, to develop a coherent and well-coordinated public communication to highlight the Movement’s work in the region (see Red Cross and Red Crescent Movement).

Promoting IHL and other pertinent norms in the region

Aided by the National Societies, the ICRC will aim to strengthen respect and acceptance for IHL and other applicable norms among armed forces, authorities and other pertinent actors in the region. It will engage with academics, members of national IHL committees and others in the region capable of influencing the implementation of IHL and related norms, including in connection with issues such as cybersecurity, new technologies of warfare (e.g. artificial intelligence, autonomous weapon systems), urban warfare, and protection of the environment during armed conflict. The ICRC will emphasize the necessity of including measures to respect IHL in the support provided by countries in the region to the parties to the international armed conflict between the Russian Federation and Ukraine. The ICRC will help National Society personnel add to their knowledge of IHL, so that they can engage authorities in dialogue on these matters (see Red Cross and Red Crescent Movement).

**PLAN OF ACTION AND INDICATORS**

- Facilitate the exchange of best practices among National Society staff through study visits, for example
- Cultivate dialogue with authorities, think tanks, academics, diplomats, and other influential actors and explain the ICRC’s mandate, and its principled humanitarian action in the region, to them; encourage university professors to attend regional events on IHL
- Organize workshops and/or meetings on IHL and other applicable law for authorities, military officials and members of national IHL committees
- Produce content for traditional and social media on pressing humanitarian issues, and on the Movement’s activities in the region; give interviews to various media organizations on the ICRC’s response to the humanitarian needs in Ukraine and in the region
- Establish suitable means of communication to learn the concerns of people who fled the international armed conflict between the Russian Federation and Ukraine

**SUPPORT FOR THE NATIONAL SOCIETIES**

- Give the National Societies technical and/or material support for their public communication and for promoting IHL among authorities; encourage them to attend meetings of the national IHL committees

**RED CROSS AND RED CRESCENT MOVEMENT**

Objective: The National Societies of Hungary, Poland, Romania, and Slovakia are able to carry out their core activities and respond effectively to the needs of people affected by the international armed conflict between the Russian Federation and Ukraine. The activities of all components of the Movement are coordinated to ensure an effective humanitarian response.

The National Societies of Hungary, Poland, Romania, and Slovakia provide first aid, health services, shelter, and cash assistance, and help deliver family-links services, with support from the International Federation and the ICRC.

The ICRC will seek to fortify its partnership with the National Societies in responding to the needs of refugees and other migrants, particularly in reconnecting and/or reuniting members of families separated by the international armed conflict between the Russian Federation and Ukraine. To this end, it will assist the National Societies to update their organizational and operational strategies, and their financial policies. It will also seek to help them to develop, sustainably, their ability to do their work safely by helping National Society branches to incorporate the Safer Access Framework more fully in their policies and strategic plans; it will focus on branches that provide family-links services and those that operate near the borders of Belarus, the Russian Federation and/or Ukraine. It will help staff at these branches translate the Safer Access Framework into local languages and develop protocols for responding to emergencies. The ICRC will also
assist the National Societies to promote IHL, raise awareness of issues of humanitarian concern – such as misuse of the red cross and red crescent emblems – and improve their public communication (see Actors of influence).

The ICRC will help bolster coordination among Movement components in order to strengthen the Movement’s collective impact in the region. It will assist Movement partners to define their roles and responsibilities clearly – including during emergencies – through coordination agreements or contingency plans.

**PLAN OF ACTION AND INDICATORS**

- sign and implement partnership agreements with National Societies, for instance, to restore family links jointly
- conduct training sessions and workshops on the Safer Access Framework, and on the proper use of the red cross and red crescent emblems, for National Society staff
- help facilitate coordination among Movement components in order to maximize the impact of the Movement’s humanitarian activities in the region
Established in 2022, the Central Tracing Agency bureau for the international armed conflict between the Russian Federation and Ukraine takes its mandate from the 1949 Geneva Conventions, Additional Protocol I and the Statutes of the Movement. The bureau collects and centralizes information about the fate or whereabouts of people protected under IHL who are in the hands of the parties, and acts as a neutral intermediary in the transmission of this information between them. In coordination with ICRC delegations and National Societies, it helps families who have been separated by the international armed conflict to find their missing relatives.

### BUDGET IN KCHF

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Of which: Overheads 742

### PERSONNEL

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### SITUATION

Many families have become separated as a result of the international armed conflict between the Russian Federation and Ukraine. The UN estimates that, as of November 2022, roughly 6.5 million people remain displaced within Ukraine and around 7.9 million have fled to neighbouring countries or elsewhere in Europe. Many of them have lost contact with their families while fleeing. Reaching relatives in areas affected by ongoing hostilities is not always possible.

The volatile security conditions make it difficult to ensure that human remains are handled and identified properly. Local forensic capacities are overwhelmed by the large number of deaths. As a result, it is challenging for people to confirm the death of relatives allegedly killed during hostilities.

Both parties are holding people – including POWs and civilian internees – in connection with the international armed conflict. A number of people who have died are also in the hands of the parties. The families of those held by the opposing party are unable to obtain news of their loved ones.

Because of these circumstances, many people have been reported missing. Resolving these cases requires the consolidation, analysis and secure storage of data from various sources.

IHL requires states to establish national information bureaus (NIBs), which are tasked with collecting and conveying information, during international armed conflicts, about people protected under IHL who are in their hands – whether deprived of their freedom, wounded, sick or dead – to the ICRC’s Central Tracing Agency (CTA), and with replying to enquiries about those people, in order to inform their families of their fate or whereabouts. The Ukrainian authorities have established an NIB with ICRC support. A dedicated working group under the Russian defence ministry exercises functions similar to those of an NIB.

### ICRC ACTION

The CTA bureau for the international armed conflict between the Russian Federation and Ukraine will strive to ensure that people receive news of relatives separated from them by the hostilities. It is situated in Geneva, Switzerland – outside the conflict zone – to ensure operational continuity, maximize data exchange and serve as a safe, long-term repository of information.

#### Enabling people to restore contact with relatives or to learn their fate or whereabouts

The CTA bureau will seek to keep track of people protected under IHL and ensure that their families are notified of their situation – thereby preventing their disappearance – and to help members of separated families find missing relatives and reconnect with them. To this end, the bureau will centralize information on the fate, whereabouts or condition (e.g. health status) of protected people including POWs, civilian internees, and those who have died – and of others, such as displaced people, separated from their families by the international armed conflict. Based on this data, it will work to resolve missing-persons cases and to follow up with the pertinent parties on issues of concern, such as medical care for the wounded or sick, or gaps in forensic processes. It will work with ICRC delegations and National Societies in the Russian Federation, Ukraine and the neighbouring countries, and with the NIBs, to collect information and pass on news to the families concerned in a timely manner (see Budapest, Moscow, Republic of Moldova and Ukraine). When necessary, the bureau will act as a neutral intermediary in the exchange of letters and official documents (e.g. medical or death certificates, legal documents) across front lines for people held in connection with the international armed conflict.
Various mechanisms will be maintained to ensure that the bureau’s services are accessible to people who need them. These services will be made available through Movement components working in the areas affected by hostilities and in neighbouring countries. People may also request support through online forms, hotlines, email and visits to the bureau’s office. They will be able to express their needs, and their views on services they received, during their visits, through the bureau’s hotline or email, and using the ICRC’s community contact centres in the Russian Federation and Ukraine (see Moscow and Ukraine). The CTA bureau will lead efforts among the pertinent National Societies to make these services, and how to obtain them, more widely known to people in need and to state actors, NGOs and others who can provide referrals for such services; to this end, it will help organize communication campaigns on traditional and social media. The bureau will also broaden awareness of its activities among members of the international community, and the general public, through briefings, meetings, communication campaigns, and content produced with local, regional and international media, in order to foster acceptance and support for its work.

Because of the sensitivity of the data that it has to handle, the bureau will strive to ensure that data protection is taken into account in its procedures, tools and systems. For example, it will make use of a standardized form for data collection, which will help ensure that people know their rights and consent to the use of their data.

Promoting acceptance for the bureau’s work and urging the parties to fulfil their obligations under IHL

The bureau will explain its mandate and role to the parties to the international armed conflict, and urge them to enable it to work accordingly, so that it can discharge its mission in line with IHL and the Movement’s humanitarian aims and neutral, impartial and independent approach.

The ICRC’s delegations in the Russian Federation and Ukraine will receive support from the CTA bureau for strengthening their dialogue with the parties to the international armed conflict on the importance of fulfilling their obligation under IHL to enable people to have news of relatives who have fallen into the opposing party’s hands. The CTA bureau’s expertise will be made available to the pertinent delegations to support their advocacy, among the NIBs and other pertinent authorities, of the necessity of recording information on protected people, including those who have died, and conveying it to the CTA bureau in a timely manner. Expertise will also be offered to the NIBs for addressing challenges, making improvements and developing their ability to fulfil their obligations under IHL. The CTA bureau will support the ICRC’s efforts to pursue dialogue with countries neighbouring the Russian Federation and Ukraine on setting up NIBs of their own, so that these crucial mechanisms are ready if they are needed.

Strengthening the Movement’s collective response

To ensure the efficient provision of family-links services to people affected by the international armed conflict, the CTA bureau will coordinate the efforts of Movement components working to this end in the countries affected and in neighbouring states. It will work to develop and implement common approaches, tools and mechanisms for restoring family links and broadening awareness of these services among people affected by the hostilities. The CTA and its bureau will also help the pertinent National Societies build their capacities to ensure that these services are available to those who need them: the National Societies will be given technical and/or other support for handling the surge in needs and for ensuring the sustainability of these services.
The ICRC has been present in Abkhazia, Georgia proper and South Ossetia since 1992. It helps the authorities and de facto authorities resolve cases of missing persons and respond to the concerns of their families. It acts as a neutral intermediary to help mitigate the impact of the demarcation of administrative boundaries. It visits detainees and provides assistance to families of people alleged to have been involved in conflicts abroad. It promotes the national implementation of IHL and its integration into armed and security forces’ operations and into academic curricula. The ICRC helps the Georgia Red Cross Society strengthen its capacities.

**BUDGET IN KCHF**

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Of which: Overheads 501

**PERSONNEL**

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- Resident staff: 99

**ASSISTANCE TARGETS**

**CIVILIANS**

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Georgia. The ICRC organizes commemorative events for families of missing people.

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<td><strong>TOTAL</strong></td>
<td><strong>8,212</strong></td>
</tr>
</tbody>
</table>

Of which: Overheads 501

**PERSONNEL**

- Mobile staff: 22
- Resident staff: 99

**ASSISTANCE TARGETS**

**CIVILIANS**

<table>
<thead>
<tr>
<th>Economic Security</th>
<th>CIVILIANS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food consumption</td>
<td>360 people</td>
</tr>
<tr>
<td>Living conditions</td>
<td>360 people</td>
</tr>
<tr>
<td>Capacity-building</td>
<td>6 people</td>
</tr>
</tbody>
</table>
SITUATION

- Demarcation of the administrative boundaries between Abkhazia and Georgia proper, and between Georgia proper and South Ossetia, continues. Movement across the administrative boundary between Georgia proper and Abkhazia remains limited mostly to people crossing for medical reasons or to visit relatives in Georgia proper. Restrictions on movement across the other boundary have been eased slightly; since August 2022, the de facto authorities in South Ossetia have temporarily reopened two crossing points for ten days a month.
- People are held in Abkhazia, Georgia proper and South Ossetia on charges of unauthorized movement across the administrative boundaries, or for security reasons.
- A number of Georgian nationals are alleged to have been involved in armed conflict in other countries. Some members of their families, including children, have returned to Georgia proper. Some others are still unable to do so.

HUMANITARIAN CONCERNS

- About 2,300 people are still unaccounted for in connection with the 1992–1993 armed conflict in Abkhazia and the armed conflicts of the 1990s and 2008 in South Ossetia. While 230 sets of remains recovered during the search for missing people have been identified and handed over to the families concerned, some 380 are still unidentified. Many families of missing people continue to live with “ambiguous loss” due to the uncertainty over the fate of their relatives. They also often need help to meet their psychosocial and other needs.
- Restrictions on crossing the administrative boundaries continue to make it difficult for people to obtain medical care or stay in touch with relatives. The elderly and persons with disabilities in Abkhazia (particularly in the Kodori Gorge and Primorsk) and South Ossetia are among those most severely affected, as they struggle to pursue livelihoods and meet their basic needs.
- Families of Georgian nationals who are alleged to have been involved in conflict in other countries face significant barriers to returning to Georgia proper, and often have difficulty in reintegrating into their communities when they return; many of them are also unable to provide for themselves.
- Detainees, particularly foreigners and those whose relatives live on the other side of an administrative boundary, need assistance to restore or maintain contact with their families.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- work with the Georgian authorities and the de facto authorities in Abkhazia and South Ossetia to help them assume more responsibility for the efforts to ascertain the fate of missing people and to assist their families; support the development of local capacities in this regard;
- broaden understanding among the Georgian authorities and the de facto authorities in Abkhazia and South Ossetia of the ICRC’s neutral, impartial and independent humanitarian approach; help mitigate the impact on people of the demarcation of administrative boundaries and assist those who are most affected;
- work with the pertinent authorities, and with the Georgia Red Cross Society and others, to address the needs of the families of Georgian nationals alleged to have been involved in conflict in other countries;
- monitor the treatment and living conditions of detainees, in particular, those being held for security reasons or for crossing the administrative boundaries;
- reinforce its role as the reference organization for IHL, promote the incorporation of IHL in Georgian law and its integration into the decision-making of the Georgian armed forces; broaden awareness of IHL among key parties in Abkhazia, Georgia proper and South Ossetia; and
- help the National Society to strengthen its ability to deliver humanitarian services; and enhance coordination mechanisms with Movement components in Georgia.
ICRC ACTION

CIVILIANS

Objective: The basic needs of people affected by armed conflicts are met. Members of dispersed families are able to communicate with one another. Missing people’s families receive information on the fate of their relatives, and their various concerns are addressed. The needs of the families of people alleged to have been involved in conflict in other countries are addressed.

Addressing the issue of missing people

There are two coordination mechanisms for ascertaining the fate of people missing in connection with past conflicts: one involving Abkhaz and Georgian participants, for disappearances linked to the 1992–1993 conflict, and the other involving Georgian, Russian and South Ossetian participants, for disappearances linked to the conflicts of the 1990s and 2008. The two mechanisms have operated under the stewardship of the ICRC since 2010 and serve as platforms of exchange for addressing the issue of missing people. In its role as a neutral intermediary and as a provider of expert services for the search-and-identification process, the ICRC has aided the mechanisms in searching for, recovering and identifying the remains of missing people. Between 2011 and 2022, more than 700 sets of remains were recovered, and 230 were identified and handed over to the families concerned. In 2023, the ICRC will seek to maintain its role as a neutral intermediary and ensure the continuity of these coordination mechanisms.

The ICRC will continue to urge the Georgian authorities and the de facto authorities in Abkhazia and South Ossetia, and provide support for them, to develop and agree on a new set-up and working methods, under which the sides take more responsibility and progressively take over the ICRC’s tasks in ascertaining the fate of missing people and supporting their families. The ICRC will advocate and support this crucial step, which requires the authorities to allocate resources for setting up or reinforcing mechanisms with a specific mandate to ensure a coordinated and multidisciplinary approach to the issue at the local level. The local mechanisms will oversee the work of the local institutions tasked with taking over parts of the work carried out by the ICRC – a set-up that is more efficient and sustainable, and one under which the sides play a greater role. The aim for 2023 is to reach an agreement about the roles and set-up of the sides’ local mechanisms, the coordination mechanisms and the ICRC that is effective and sustainable. The ICRC seeks to retain tasks that only it can carry out as a neutral intermediary. At the time of writing, a local mechanism in Georgia proper is being developed through engagement with technical working groups made up of representatives from the Georgian authorities and the ICRC. In Abkhazia and South Ossetia, the formation of local mechanisms is being discussed with the de facto authorities and members of civil society, and progress is being made. The ICRC will encourage the involvement of missing people’s families in the creation of these local mechanisms. It will seek to persuade representatives of the international community to advocate greater involvement by the sides in addressing the issue of missing people; such advocacy would include the provision of financial assistance and the necessary expertise to local institutions dealing with the issue together with the ICRC.

The ICRC will continue to support the authorities in Georgia proper, the de facto authorities in Abkhazia and South Ossetia, forensic services, local specialists and other institutions or structures in charge of the search, recovery and identification of human remains to enhance, develop, adapt and put in place the necessary policies, regulations, legal framework and standard operating procedures to ensure that the process of forensic human identification is performed according to international standards. The ICRC will continue to help develop these actors’ capacities, in line with best practices, by providing them with training, advice and other support. It will consolidate and analyse all the data collected on missing-persons cases, unidentified human remains and potential gravesites, with a view to ensuring proper and timely follow-up and keeping families informed of developments in the search for their missing relatives. The ICRC is working on establishing a data management system to ensure a proper handover, in line with applicable data-protection standards, of the most up-to-date information to the pertinent local institutions, including the training and tools necessary to protect and analyse the data for solving missing-persons cases.

Missing people’s families will be helped to meet their mental-health and psychosocial needs by ICRC-supported service providers. They will continue to receive support to commemorate their missing relatives and family associations will receive the assistance necessary to develop their ability to support and represent missing people’s families. In Georgia proper, the ICRC will seek to raise awareness among academics, authorities and others of the findings of ICRC-supported research on the “ambiguous loss” experienced by missing people’s families.

Helping people affected by the demarcation of the administrative boundaries

For several years, the ICRC has been assisting a number of people in Abkhazia and South Ossetia, including the elderly and/or disabled people, many of whom live alone. It will keep up its efforts to mitigate the humanitarian consequences of the demarcation of administrative boundaries, and seek greater acceptance for its role as a neutral intermediary in this regard. In its discussions with the pertinent authorities, the ICRC will remind them of their obligation under IHL and other applicable norms to help people meet their basic needs, enable them to obtain identity documents, and allow them to cross the administrative boundaries safely to obtain basic services or necessities and conduct other activities of importance to them. It will deepen its engagement with communities in Abkhazia and Georgia proper in order to remain abreast of their needs and encourage them to reinforce their positive coping mechanisms.

The ICRC remains the only international organization doing humanitarian work in South Ossetia. As in past years, it will facilitate the transfer of patients across boundary lines and help people with disabilities to obtain rehabilitative care. It will help strengthen the capacities of social workers, and hand over to them its programme of providing, on a weekly basis, household support and other services for a number of people with specific needs, particularly the elderly. However, it will continue to provide direct support to help ease the living conditions of the elderly, people with disabilities and others, and meet their dietary needs.
In Abkhazia, the ICRC will help elderly people and others struggling to cope in Primorsk and the isolated Kodori Gorge to meet their basic needs.

**Assisting the families of people alleged to have been involved in conflict in other countries**

The ICRC will continue to engage Georgian authorities in dialogue on the repatriation of Georgian nationals whose relatives are alleged to have been involved in fighting abroad. With the National Society and other organizations whenever possible, it will monitor the humanitarian needs of these families and discuss these matters with the authorities. On an ad hoc basis, it will also refer to the pertinent authorities requests for travel documents from foreign nationals in Abkhazia and Georgia proper.

With support from the ICRC, the National Society will continue to provide tracing and other family-links services to people separated from their relatives by migration, disasters or other circumstances.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- Discuss issues of humanitarian concern with the Georgian authorities and the de facto authorities in Abkhazia and South Ossetia, particularly in connection with the demarcation of administrative boundaries; urge them to improve people’s access to health and other basic services in coordination with the National Society, discuss with the Georgian authorities the needs of the families of Georgian nationals alleged to have been involved in conflict in other countries and urge them to address these
- Help people to cross, for medical reasons, the administrative boundary between South Ossetia and Georgia proper
- Provide people with disabilities in South Ossetia with walking aids or wheelchairs; help them travel to the nearest orthopaedic centre to be fitted with new prostheses or to have their current prostheses repaired or adjusted
- Engage with communities in Abkhazia and Georgia proper and urge them to reinforce their positive coping mechanisms; provide food and/or hygiene items to elderly people, people with disabilities, and others with particular vulnerabilities in the Kodori Gorge; and work with the de facto authorities and other organizations to make additional support available to people in the Kodori Gorge and Primorsk

**PROTECTION OF FAMILY LINKS**

- Conduct bilateral and/or multilateral discussions with the Georgian authorities and the de facto authorities in Abkhazia and South Ossetia on the issue of missing people and persuade them to agree on a set-up and more efficient and sustainable working procedures
- Facilitate meetings of the two coordination mechanisms dealing with the search for missing persons; urge participants to contribute more to these mechanisms and give them expert advice for doing so
- Continue the transfer, to the sides, of tasks currently performed by the ICRC to resolve missing-persons cases and support the families concerned
- Provide support to develop local mechanisms for clarifying the fate of missing persons and supporting their families; ensure that these families are kept abreast of developments in the search for their relatives – through a new data-case-management system, for instance
- With the National Society, authorities, de facto authorities, and civil-society organizations, arrange information sessions and commemorative activities for missing people’s families; develop family associations’ ability to support and represent missing people’s families; and support memorialization initiatives for missing people
- Discuss with the Georgian authorities the findings of a comprehensive ICRC-supported study on the current legal framework governing the issue of missing people, and urge them to implement its recommendations
- With the National Society whenever possible, make tracing and other family-links services available to members of families dispersed by migration, conflict or other violence taking place elsewhere, or other circumstances; facilitate reunions and transfer official documents across de facto administrative boundaries

**FORENSICS**

- Urge the sides, forensic services and other relevant actors to establish and maintain means of coordination, including the working group related to the coordination mechanism, by enhancing inter-agency cooperation and communication; help organize workshops, meetings, round tables, study tours and other events for them and provide them with technical guidance and other support in developing standard operating procedures, medico-legal frameworks and the policies necessary to enhance data management and the search, recovery and identification of human remains and to preserve and protect unsolved cases
- Provide forensic specialists and others with equipment to improve or expand their capacities; provide them with technical support for returning human remains, after they have been identified, to the families concerned
- Verify, consolidate, analyse and update all data on missing-persons cases and human remains collected so far that are useful for forensic identification; help local institutions to develop their capacities in collecting and managing such data, in preparation for a future handover of tasks

**HEALTH**

- Train local partners, including accompaniers, in providing mental-health and psychosocial support for missing people’s families; organize individual and/or group counselling sessions for the families; also arrange
information sessions on mental-health and psychosocial support for them

- make the findings of ICRC-supported research on the “ambiguous loss” experienced by missing people’s families, and its psychological and psychosocial consequences, more widely known among academics, authorities and others

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>360 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Living conditions</td>
<td>360 people</td>
</tr>
</tbody>
</table>

**IN SOUTH OSSETIA:**

- provide food rations to up to 360 elderly and/or disabled people in both urban and rural settlements
- help ease living conditions for up to 360 people, including disabled people and the elderly, more specifically:
  - provide them with essential household items such as hygiene kits, mattresses, blankets, firewood and heaters
  - help families to insulate one room in their house to improve their living conditions during the winter while reducing their heating costs and carbon footprint
  - provide assistance with household chores, on a weekly basis, for bedridden persons and others
- train up to six social workers to provide administrative support, help with household chores and other services for the elderly; assist them in fully taking over these activities
- Support for the National Society
- give the National Society technical and/or other support for strengthening its family-links services in line with pertinent data-protection standards

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** People deprived of their freedom are afforded treatment and living conditions that meet internationally recognized standards. They are able to communicate with their relatives. Judicial guarantees are respected.

**Visiting detainees and monitoring their treatment and living conditions**

The ICRC will visit, in accordance with its standard procedures, detainees within its purview in Georgia proper, to check on their treatment and living conditions. Findings and recommendations will be communicated confidentially to the detaining authorities. In South Ossetia, the ICRC will continue to engage the de facto authorities in dialogue, with a view to regularly accessing detainees according to the ICRC’s working modalities and supporting humanitarian responses to their needs. In Abkhazia, it will seek to help re-establish and/or maintain contact between detainees and their relatives.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- visit detainees and communicate findings and/or recommendations confidentially to the pertinent authorities
- explain to the de facto authorities in Abkhazia and South Ossetia, via dialogue, the ICRC’s mandate, its standard procedures for prison visits, and its humanitarian activities in response to detainees’ needs; stand ready to provide detainees with material aid to improve their living conditions
- offer family-links services to detainees; facilitate people’s visits to detained relatives across an administrative boundary; deliver parcels sent by families to their detained relatives
- at the request of foreign detainees, inform their consular representatives, the IOM and/or the UNHCR of their detention

**ACTORS OF INFLUENCE**

**Objective:** Political decision makers and all weapon bearers understand and respect IHL and other basic rules protecting people during armed conflict or other situations of violence, and incorporate them in their decision-making. The media, NGOs, community leaders and members of the international community help foster awareness of humanitarian principles and IHL, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work and that of the Movement.

**Broadening support for the ICRC’s work and raising awareness of humanitarian issues**

The ICRC will strive to maintain or expand contact with the Georgian authorities, the de facto authorities in Abkhazia and South Ossetia, representatives of the international community, members of civil society, and other actors of influence; its aim is to continue to build support for its work and that of its Movement partners, and advance understanding of its role as a neutral intermediary. It will maintain its efforts to keep the issue of missing people and their families on the humanitarian agenda; it will urge the pertinent authorities and de facto authorities to progressively take more responsibility for tackling the issue of missing people, and give them support for doing so. It will also urge them to ensure that local mechanisms being developed have the power, capacities and resources necessary to help ascertain the fate of missing people and provide support for missing people’s families (see Civilians).

The ICRC will continue to interact with missing people’s families, relatives of people alleged to have been involved in fighting in other countries, and communities affected by the demarcation of administrative boundaries. It will do so to collect their views and suggestions and stay abreast of their needs. It will raise awareness of these people’s plight, and of other issues of humanitarian concern, among civil society, the media and the international community.
Promoting respect for IHL
The Georgian armed forces train their troops in IHL and are in the process of integrating IHL into their decision-making, for which the ICRC will continue to provide assistance. As in past years, the ICRC will seek to conduct IHL training for officers of the de facto military in Abkhazia. It will sustain its engagement with the de facto military to understand their needs more fully, and will adapt its IHL training for them accordingly.

The ICRC will endeavour to reinforce its role as the reference organization for IHL and advance inclusion of IHL in academic curricula. It will support the work of the Georgian national IHL committee to incorporate key provisions of IHL in domestic law. Guided by the ICRC, pertinent officials in Georgia proper will pursue efforts to implement IHL-related treaties and draft or amend laws for addressing the issue of missing people. The ICRC will also continue to urge the Georgian authorities to accede to the Convention on Enforced Disappearance. It will seek to broaden its engagement with academics and students, and help them to develop their interest in IHL.

PLAN OF ACTION AND INDICATORS
- in Abkhazia, Georgia proper and South Ossetia, pursue dialogue, meet with and/or organize events for the civilian and military authorities, de facto authorities, diplomats, NGOs, religious and community leaders, academics, university students and journalists; in particular:
  - sponsor a broad range of people to attend IHL-related events
  - conduct IHL training for military officers in Georgia proper and Abkhazia; provide the Georgian military with technical support for training its troops in IHL
  - organize an IHL moot court competition, and lectures on IHL and related topics, for students
  - hold meetings with the Georgian national IHL committee and give it expert advice; discuss the Convention on Enforced Disappearance with Georgian government officials and legislators
- meet regularly with members of the international community and other actors of influence, and mobilize them to provide more support for ascertaining the fate of missing people and addressing the needs of their families
- conduct communication campaigns, through social media and by other means (e.g. organizing events to commemorate missing people), on key issues of humanitarian concern

RED CROSS AND RED CRESCENT MOVEMENT
Objective: The Georgia Red Cross Society has a strong legal basis for independent action and carries out its core activities effectively. Movement components in Georgia coordinate their activities and implement them in a neutral, impartial and independent manner.

The National Society is recognized as an auxiliary to state authorities in responding to emergencies. The ICRC will continue to provide the National Society with support for strengthening its capacity to respond to humanitarian needs (see Civilians) in accordance with the Safer Access Framework and the Fundamental Principles. Branches of the National Society will continue to be helped to strengthen their emergency preparedness and response, including their first-aid capacities; first-aid teams will stand ready to be assigned to support communities in coordination with the authorities.

Movement components operating in Georgia will seek to improve their coordination mechanisms, in order to improve their services and strengthen the Movement’s collective humanitarian impact.

PLAN OF ACTION AND INDICATORS
- provide the National Society with training and technical and financial support for developing its organizational capacities, and for strengthening its ability to conduct humanitarian activities
- update and sign partnership agreements with the National Society
- develop coordination mechanisms with Movement components in the country, and work with them to develop contingency plans for emergencies, through meetings, workshops and other means
**SITUATION**

Migrants, including asylum seekers and refugees, continue to attempt to reach Greece despite the risk of maritime accidents and death. Many families are still searching for relatives who went missing years ago on their way to Greece. Identifying human remains is a challenge, partly because of insufficient data and lack of coordination between the actors involved in this endeavour.

The 2016 agreement between the European Union (EU) and Türkiye governs the management of migrants arriving in Greece from Türkiye. Those who are able to reach Greece are often stranded in camps on the Greek islands — including in the “closed controlled-access centres” — and on the mainland, or held in administrative detention facilities. Many of them continue to wait for their cases to be processed. While they wait, their movement is restricted, and they are confronted with procedural and legal hurdles under new or existing policies; some of them face deportation. Many may lack the means to contact their families and access health or other basic services. Migrants are thus at risk, physically and psychologically.

**ICRC ACTION**

**Helping the authorities to improve detained migrants’ living conditions**

The ICRC will monitor the treatment and living conditions of migrants held in administrative detention — usually at pre-removal centres or “closed controlled-access centres”. It will pay close attention to migrants with specific vulnerabilities. The ICRC will cultivate dialogue with detaining authorities, lawyers, members of the judiciary and others, and remind them to use immigration detention only as a measure of last resort; prevent prolonged detention; respect procedural safeguards and the principle of non-refoulement; facilitate migrants’ access to basic services and prevent abuses against them; and seek non-custodial alternatives to detention. In cooperation with the Greek Council of Refugees (GCR), the ICRC will document these issues and will refer migrants needing legal assistance to pertinent service providers. The ICRC will help detaining authorities to implement standard procedures for the proper treatment of migrants. It will also enable detained migrants to contact their families, either by mobilizing the authorities to provide the means necessary or via the Movement’s family-links services (see below).

The ICRC will work with the authorities to provide adequate health services to detained migrants, including teleconsultations and referrals for specialized treatment. It will mobilize local agencies providing health services for migrants in administrative detention, medical universities, and others to help detaining authorities to develop regulations for health-care provision and for containing disease outbreaks at places of detention. To promote further cooperation among these actors, the ICRC will organize round tables and other events aimed at exploring possibilities for including immigration detention centres in public-health measures. It will also train health personnel and make its expertise available to them.

**Enabling members of dispersed families to reconnect**

The ICRC, together with the National Society and other Movement components, will continue to identify family-links needs among migrants. Whenever possible, it will provide family-links services for them and for other vulnerable people to whom it has access including support for the reunification of families (e.g. covering transportation costs), where appropriate. The ICRC will remain ready to carry out family-links activities with the Hellenic Red Cross, and give it the support necessary. For example, the ICRC will stand ready to cover staff salaries, guide the development of focal points, organize workshops, or support regional projects. If requested, the ICRC will also help the National Society to incorporate family-links services in its disaster response. Together with the National Society, the ICRC will explain the Movement’s family-links services — including Trace the Face, an online platform that helps reconnect migrants and their families using their photos — to the authorities,
the police and others, with a view to gaining their support. It will also seek to explore possibilities for encouraging the authorities’ establishment of a legal framework to protect personal data collected and used for humanitarian purposes, such as those processed in the course of the Movement’s family-links activities.

**Helping to clarify the fate of missing people**

The ICRC, in cooperation with the Hellenic Police’s missing-persons unit, will continue to urge members of the judiciary, legislators, and others to jointly identify and address gaps in their medico-legal framework, to aid in clarifying the fate and whereabouts of missing people and preventing disappearances. It will promote new tools and methods of identifying human remains properly among the police, and DNA laboratories and other forensic service providers, to help ensure that human remains recovered along migration routes to Greece are handled in accordance with pertinent data-protection standards and the “do no harm” principle. The ICRC will give material and technical support to coast-guard personnel, forensic professionals and others in managing and identifying human remains. Working with selected academic institutions, it will advocate the development of an academic curriculum in this area.

The ICRC will help families to obtain documents attesting to the death of their relatives, assist them to visit graves, and facilitate the transfer of their relatives’ remains. It will refer families needing legal and other assistance to the GCR, the UNHCR and other organizations. Together with its delegation in Brussels (see Brussels), the ICRC will draw attention to the plight of missing people’s families among the authorities, EU agencies and other regional actors. Jointly with the National Society, it will organize events to mark the International Day of the Disappeared.

**Broadening acceptance for IHL and the ICRC’s work**

The ICRC will strive to further understanding of its activities in Greece and strengthen support for them. It will build on its efforts to obtain formal recognition of its privileges and immunities by maintaining its dialogue with the foreign ministry and members of parliament. It will draw attention to issues of humanitarian concern – for example, missing people and the plight of their families, and the situation of migrants in administrative detention. It will sustain dialogue on these matters with government bodies, border security, EU agencies and other key regional actors, academics and other members of civil society. It will seek to discuss with military officers and other authorities the possibility of integrating into national law – in accordance with IHL – the establishment of a national information bureau tasked with centralizing the collection of information about protected persons, alive or dead, in the event of an armed conflict. It will organize workshops or lectures for Greek military personnel on IHL and related norms. It will also continue to advocate the inclusion of IHL in the curriculum of the Hellenic Supreme Joint War College.

The ICRC will maintain its activities for academics and university students, to stimulate interest in IHL and related issues. It will produce content for traditional and social media to promote familiarity with IHL, humanitarian issues and its own work among NGOs, academics and the general public. The ICRC will work with the National Society and other Movement components to publicize in a coordinated manner issues of joint concern, particularly with regard to restoring family links.

**Helping the National Society to carry out its activities**

The Hellenic Red Cross continues to take steps to strengthen its governance and compliance structure. The ICRC will help the National Society to strengthen its organizational capacities, particularly in connection with the management of human and financial resources. It will also stand ready to provide the National Society with technical and financial support for strengthening its family-links activities and other programmes supported by the ICRC.

The ICRC will sign a cooperation agreement with the National Society on joint provision of the Movement’s family-links services. It will attend Movement meetings to coordinate contingency plans – for instance, in relation to addressing migrants’ needs and preparing for emergencies and disasters.
Set up in 2003, the London regional delegation focuses on pursuing humanitarian diplomacy and facilitating ICRC operations in the field. Through contact with the British and Irish governments, armed forces and members of civil society and other relevant parties, the ICRC seeks to influence policy and decision-making, so as to bolster support for IHL and principled humanitarian action. It visits detainees in selected prisons and supports community-based efforts to mitigate consequences of violence. The ICRC works with the British Red Cross and the Irish Red Cross in various areas, notably to promote IHL and the Movement.

**BUDGET IN KCHF**

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<tr>
<td><strong>Of which: Overheads</strong></td>
<td><strong>348</strong></td>
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**PERSONNEL**

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<thead>
<tr>
<th>Type</th>
<th>Number</th>
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<tr>
<td>Mobile staff</td>
<td>2</td>
</tr>
<tr>
<td>Resident staff</td>
<td>35</td>
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</tbody>
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**SITUATION**

The authorities in Ireland and in the United Kingdom of Great Britain and Northern Ireland (hereafter UK) are actively involved in multilateral organizations and take part in forums to tackle issues of humanitarian concern. They provide support, including financial assistance, for humanitarian activities in conflict-affected countries. The UK is a permanent member of the UN Security Council and NATO.

The British government continues to undergo political changes; a new prime minister took office in October 2022, following the resignation of the former prime minister. The British military takes part in coalition operations in Iraq and the Syrian Arab Republic, supports its partners in other conflicts, and trains the armed forces of other countries. It ended its presence in Afghanistan in August 2021. London remains a major hub for think tanks, media organizations and NGOs, all of which shape discussions on humanitarian issues and policies.

The UK’s withdrawal from the European Union (EU) continues to impact both the UK and the EU. A protocol under which Northern Ireland will remain bound by EU rules on trade remains a major issue.

The British government regards the threat of international “terrorism” in the UK as “substantial”. Enforcement of counter-terrorism laws continues to intensify. Paramilitary violence persists in some communities in Northern Ireland; victims of the past conflict or of ongoing violence struggle to obtain essential support services.

**ICRC ACTION**

**Influencing discussions and policies that affect humanitarian action**

The ICRC’s regional delegation in London will strengthen its efforts to broaden understanding of humanitarian issues among government departments, legislators and other decision makers in Ireland and the UK. The aim is to help ensure that operational, legal and policy decisions take humanitarian considerations into account, and reflect respect for IHL and support for the ICRC’s mandate and activities.

Briefings, high-level meetings and events will focus on emphasizing the importance of preserving space for neutral, impartial and independent humanitarian action, and the importance of making a sustainable humanitarian impact. The most pressing subjects of discussion will include: application of IHL, for example, by parties on whom the British or Irish government yields influence, and in connection with new means and methods of warfare, including those involving the use of autonomous weapon systems, artificial intelligence, and misinformation, disinformation and hate speech; the impact of counter-terrorism measures on people who are not or are no longer participating in hostilities; and preventing family separation and loss of family contact. The ICRC will interact regularly with the British armed forces – at strategic, operational and policy levels – to discuss issues of humanitarian concern arising from their operations overseas and their partnerships with the armed forces of other countries, and to discuss the integration of IHL into their training programmes.

The ICRC will continue its engagement with academics and representatives of NGOs, think tanks and community organizations to expand support for its work and communicate humanitarian messages to influential policymakers and decision makers. Its efforts will include enhanced media outreach and public-communication strategies, and/or joint initiatives with the British and Irish National Societies.

**Supporting community-based organizations to help violence-affected people in Northern Ireland**

In violence-prone areas of Northern Ireland, the ICRC will continue to provide technical support for community-based organizations seeking to prevent violence or mitigate its consequences. Through the creation of a network of humanitarian negotiators, the ICRC will continue to enable these organizations to undertake...
their humanitarian projects in an increasingly self-sufficient manner, for example, by facilitating exchanges of best practices and mobilizing relevant actors to give training and other capacity-building support to members of these organizations.

The ICRC will maintain its dialogue with the authorities and paramilitary groups in Northern Ireland and continue to keep them abreast of the situation of people affected by past conflict or ongoing violence, with a view to persuading them to improve access to essential services for these people, and to reduce the impact of violence.

**Visiting detainees in Ireland and the UK and monitoring their living conditions**

The ICRC will visit detainees in Ireland and the UK, in accordance with its standard procedures, to monitor their well-being. It will pay particular attention to security detainees and people held under restrictive regimes. It will check on detainees’ access to health care, and evaluate respect for medical ethics, at selected prisons. Findings and recommendations will be discussed confidentially with the authorities, in support of their efforts to ensure that detainees’ living conditions comply with domestic law and meet internationally recognized standards. The ICRC will expand its engagement with health-care providers, authorities and other stakeholders, and urge them to improve health care in prisons.

The ICRC will urge the authorities to facilitate regular contact between detainees and their families. It will meet with the families of people detained under counter-terrorism laws or for their alleged involvement in fighting in other countries. It will seek to understand their needs more fully and will discuss their concerns with the pertinent authorities. When necessary, it will refer these people to organizations that can give them the appropriate assistance.

**Working with the National Societies**

The ICRC will coordinate its activities with those of the British Red Cross – for instance, in such areas as humanitarian policy, and public communication – to help raise the Movement’s public profile in the UK and mobilize support for the Movement’s activities worldwide. The ICRC will continue to give the British Red Cross guidance in strengthening its family-links services, particularly for the relatives of people alleged to have been involved in fighting in other countries. It will also help the British Red Cross to broaden people’s awareness of these services.

In Northern Ireland, the ICRC, the British Red Cross and the Irish Red Cross will sustain their tripartite cooperation, and coordination on contingency planning, in line with the Safer Access Framework, to address humanitarian needs.

The ICRC will work with the Irish Red Cross to spread knowledge of IHL and the Movement among the authorities in Ireland. It will continue to help develop the Irish Red Cross’s capacities in, for example, restoring family links and public communication.
Established in 2022, the ICRC’s delegation for cyberspace, based in Luxembourg, focuses on how digital technologies can be used to effectively and securely serve people affected by armed conflict and other situations of violence worldwide. It aims to explore the meaning, in a digital context, of trust and access to affected people, and the link to neutrality, impartiality and independence. It seeks to safely develop and test tools that can deliver digital services to communities in a neutral, impartial, and independent manner. The delegation also explores solutions to protect humanitarian organizations, and the people they serve, against digital threats.

### Budget in KCHF

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Protection</td>
<td>-</td>
</tr>
<tr>
<td>Assistance</td>
<td>-</td>
</tr>
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<td><strong>TOTAL</strong></td>
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*Of which: Overheads* 188

### Personnel

<table>
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<th>Role</th>
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<tbody>
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</tr>
<tr>
<td>Resident staff</td>
<td>6</td>
</tr>
</tbody>
</table>

## SITUATION

Digitalization and the emergence of new technologies have had an immense impact on people affected by armed conflict and other situations of violence worldwide. They enable humanitarian actors to offer new services, such as cash transfers via mobile phones and internet connectivity to enable members of dispersed families to stay in touch. Alongside these benefits, however, new issues have emerged as well: humanitarian organizations – whose work is founded on trust and acceptance gained through neutrality, impartiality and independence, and the exclusively humanitarian nature of their activities – face additional threats when using digital tools to offer services, which are intermediated by technology companies that are becoming increasingly politicized. Cyber operations are also becoming a part of armed conflict, and a growing number of states are developing military cyber capabilities. Other emerging risks include surveillance and misinformation, disinformation and hate speech.

Through digital means, various actors can help or harm conflict-affected people. These actors include states, and groups sponsored by them; cyber security agencies; individual hackers; research institutions; and technology companies.

Luxembourg has a strong cybersecurity framework in terms of its policies and technological infrastructure, making it an ideal environment to safely test new digital tools while ensuring that data is protected.

### ICRC ACTION

Recognizing the need to take advantage of new technologies, while also addressing concerns and risks connected with privacy and data protection, the ICRC established, by mid-2022, a delegation in Luxembourg for cyberspace-related matters.

The delegation will focus on: exploring the meaning of trust and access to affected people, and the link between these concepts and with neutrality, impartiality and independence in a digital context; researching and developing digital tools, in a digitally safe environment and without using affected people’s data, to enable the ICRC to respond more effectively to the needs of conflict-affected people; and helping the ICRC to develop its working methods and policies to the exigencies of cyberspace, in order to operate there more safely. It will also help to gather support from key cyberspace actors for fulfilling the objectives mentioned above. All this will be done together with other ICRC delegations and headquarters units carrying out related work.

### Developing policy thinking on cyberspace-related matters, and tools to serve conflict-affected people

In 2023, the delegation will focus on developing a stronger understanding of the meaning of neutrality, impartiality and independence in a digital context, including links to discussions on “digital sovereignty” (i.e. an entity’s exclusive control of its data, which no other entity can access without approval). It will set up and operate a safe and “digitally sovereign” digital environment for researching and developing new tools; this will be established in Luxembourg and protected by a headquarters agreement (the first of its kind, with unique provisions for the delegation’s work) between the ICRC and the government of Luxembourg.

In this environment, the delegation will collaborate with academic institutions and other partners to develop policy and legal thinking, operational analysis, and tools capable of facilitating the ICRC’s work for conflict-affected people. For instance, to fortify the ICRC’s ability to uphold its neutrality, independence and impartiality, the delegation will look into creating, developing or adapting free and open-source software solutions to tackle issues related to the politicization of technology and surveillance through tech companies – and to address the concern that off-the-shelf solutions may not always take humanitarian principles into account as the driver for development.
To supplement its physical proximity to communities with better digital proximity, the ICRC will look into technological means of improving its services. For example, the delegation will study new identification/authentication methods that may better account for privacy and data protection concerns. It will look into the use of “data protection by design” biometrics – in which protection is integrated by default, as early as the design stage, and not added later on – to manage people’s profiles in a more effective and efficient way, while ensuring their privacy and security. It will also study the possible use of digital tokens to address concerns relating to protecting people’s data that would otherwise be acquired by financial-service providers as part of “know-your-customer” requirements. Lastly, the delegation will contribute to the efforts of the Department of Support and Digital Transformation to develop RedSafe, an ICRC digital platform that directly provides people with humanitarian services, including secure digital storage for personal documents and a geo-mapping service that helps them find places where they can obtain assistance. To this end, it will test – without using affected people’s data – possible new features, such as secure two-way communication with the ICRC.

Helping to develop the ICRC’s working methods and policies to ensure digital access and security

Aside from helping to develop thinking on cyber-space related matters, and tools for affected people, the delegation will contribute to sustaining the ICRC’s safe and secure access to conflict-affected people in a digital context.

With the Department of International Law, Policy and Humanitarian Diplomacy at headquarters, the delegation in Luxembourg will explore ways to ensure legal protection – within the context of cyber-related risks, including those related to warfare – for the ICRC as a neutral, impartial and independent humanitarian organization. To this end, the ICRC will work to further define and clarify procedures and guidance for addressing cyberspace-related challenges – for instance, in connection with privileges and immunities to help ensure that the ICRC has full control over its data. On the basis of its experience in negotiating and managing a secure digital humanitarian space, it will contribute to discussions within the ICRC on this matter. It will also support efforts to develop a “digital emblem” to signal the protection due to medical services and Movement components in digital contexts.

In addition to contributing to the ICRC’s access, the delegation will propose policies, guidelines and procedures to help establish an organizational and operational approach in other cyberspace-related areas, such as dialogue with perpetrators of adverse cyber operations and with other influential cyberspace actors. Lessons learnt from the delegation’s initiatives will be shared with the entire organization – through training sessions, for example – for incorporation in its activities, procedures and decision-making.

Gathering support from influential actors

Through the efforts of the Luxembourg delegation, and those of other ICRC delegations and headquarters units (notably the “techplomacy” activities of the Executive Office of the Director-General), the ICRC will seek to raise awareness of and contribute to discussions on humanitarian concerns linked to cyberspace.

In particular, the Luxembourg delegation will meet with influential actors – such as academic researchers, cyber security professionals and representatives of states – and contribute to discourse via blog posts, presentations at conferences and other means; the end goal is to gather these actors’ support for fulfilling the objectives set out above.
The Moscow regional delegation was opened in 1992. In the countries covered, it promotes the implementation of IHL and other relevant norms and their integration into domestic frameworks; fosters understanding of the ICRC’s mandate and work; and helps the National Societies build their capacities, particularly in the fields of emergency preparedness and restoring family links. It promotes the protection of civilians, helps people to contact or receive news of their relatives, and seeks to visit people deprived of their freedom. It also responds to humanitarian needs generated by armed conflict.

Russian Federation, Voronezh. People fleeing hostilities in Ukraine receive cash, distributed by the Russian Red Cross Society with ICRC support, for covering their urgent expenses.

The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.

**ASSISTANCE TARGETS**

**ECONOMIC SECURITY**

| Income support | 28,560 people |

**CIVILIANS**

| Protection     | 5,767 |
| Assistance     | 6,594 |
| Prevention     | 4,582 |
| Cooperation with National Societies | 2,411 |
| General        | 97    |
| **TOTAL**      | 19,452 |

Of which: Overheads 1,187

**PERSONNEL**

| Mobile staff | 32 |
| Resident staff | 101 |
SITUATION

- The international armed conflict between the Russian Federation and Ukraine continues to affect the countries involved and the wider region (see also Budapest, Republic of Moldova and Ukraine). People fleeing hostilities in Ukraine have crossed into Belarus and the Russian Federation, and other states. Both parties are holding POWs, civilian internees and others in connection with the international armed conflict.
- In Belarus, political tensions have led to violence and arrests, following the presidential elections in 2020. Migrants from the Middle East and elsewhere are stranded at Belarus’s borders with Lithuania and Poland.
- The Russian Federation retains its high profile in international affairs – in particular, as a permanent member of the UN Security Council, and through its role in the Commonwealth of Independent States (CIS) and the Collective Security Treaty Organization (CSTO). The Russian Federation co-chairs the Minsk Group of the Organization for Security and Co-operation in Europe, which leads efforts to find a peaceful solution to the Nagorno-Karabakh conflict (see Armenia and Azerbaijan). The Russian Federation also helps facilitate the Astana talks to end the armed conflict in the Syrian Arab Republic (hereafter Syria; see Syrian Arab Republic); it continues to provide support to the Syrian government, including through military operations.

HUMANITARIAN CONCERNS

- People fleeing ongoing hostilities in Ukraine – including wounded people and others with specific vulnerabilities – have crossed into Belarus and the Russian Federation, often staying at temporary accommodation centres or with host families. They often face inadequate living conditions, having left their belongings behind, and lack the means to buy food and other necessities. They do not have ready access to health services, including specialized care for those who are wounded. Mines and explosive remnants of war (ERW) endanger people in areas affected by hostilities.
- Many families have been separated, and their members have lost contact with one another because of the international armed conflict. Families of people alleged to have been killed are generally unable to confirm their relatives’ death. The volatile security conditions make it difficult for authorities to ensure that human remains are handled and identified properly. A number of people in the Russian Federation still have no news of relatives who went missing in connection with past conflicts.
- Many families do not know that their relatives are being held by the parties in connection with the international armed conflict. POWs, civilians internees and other people deprived of their freedom often face difficult living conditions.
- In Belarus, migrants stranded in border areas, far away from their families, find themselves in a difficult situation.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- Intensify efforts to promote respect for IHL and other applicable norms among the parties to the international armed conflict, and urge them to ensure protection for civilians and access to essential services; seek to increase their support for the ICRC’s role as a neutral intermediary and for its principled humanitarian action;
- Expand activities to help people receive news of their relatives or ascertain their fate and whereabouts; pursue initiatives to mitigate risks posed by mines/ERW; help people who fled hostilities in Ukraine to obtain suitable health services and make them more financially capable of meeting their needs;
- Bolster efforts to visit POWs, civilian internees, and others held in connection with the international armed conflict; monitor their treatment and living conditions and help them contact their families;
- Maintain humanitarian diplomacy among a wide range of influential actors and decision makers in the region; reinforce its role as the reference organization on IHL, by furthering understanding of it, helping to advance its domestic implementation, and advocating its integration into military training and operations; and
- Maintain a close working relationship with the National Societies in Belarus and the Russian Federation, and other Movement partners, to address as broad a range of humanitarian needs as possible and ensure a coordinated Movement response.

In 2022, the ICRC’s operations in the Republic of Moldova – previously covered by its Moscow regional delegation – began to be managed by its delegation in Chisinau (see Republic of Moldova).
**ICRC ACTION**

**CIVILIANS**

Objective: Civilians are protected, their basic needs met, and their resilience to the effects of the hostilities strengthened. Members of families dispersed by conflict are able to communicate with one another. Missing people's families receive information on the fate of their relatives, and their various concerns are addressed.

Reminding the parties to respect IHL and ensuring protection for civilians

The ICRC will seek to strengthen its dialogue with the parties to the international armed conflict between the Russian Federation and Ukraine, and urge them to fulfil their obligations under IHL and other applicable norms, particularly to ensure protection for people who are not or are no longer participating in hostilities; refrain from attacking water, energy and other essential infrastructure; prevent disappearances; and facilitate access to basic services and humanitarian aid. It will also remind the Russian authorities of the protection afforded by IHL for people affected by armed conflict or other situations of violence in Syria and other contexts of interest to the Russian Federation. It will closely monitor the situation of people affected by hostilities and will raise their needs and concerns confidentially with the pertinent parties, who will be urged to address these issues.

During its dialogue with the parties, the ICRC will also seek to further their understanding of its neutral, impartial and independent humanitarian action, and foster support for such action, with a view to ensuring its proximity to the people it seeks to assist and the safety of its own staff. With the agreement of both parties, and on strictly humanitarian grounds, the ICRC will act as a neutral intermediary in facilitating the safe passage of civilians to safer areas; helping reunite families and transferring official documents across border; and recovering human remains and handing them over to the families concerned (see below).

The ICRC will seek to learn what people affected by hostilities think of its activities that they benefit from, to develop a fuller understanding of their needs and concerns; it will also seek to give these people information on the humanitarian services available to them, and other information that could potentially be of use and/or value to them; to this end, it will maintain a community contact centre to receive and manage calls and requests from different sources more effectively.

The ICRC will seek to cultivate dialogue with pertinent government ministries in Belarus, and will offer to brief them in international human rights law, international standards for law enforcement and other applicable norms; and offer also to support them in training Belarusian security forces in these matters. The ICRC will also offer the authorities support for attending courses outside Belarus in these and other related subjects.

The ICRC will offer its support to the Russian authorities and other actors involved in mitigating the threat of mines/ERW, particularly to help them conduct their activities in accordance with international mine-action standards, or to safely recover human remains in weapon-contaminated areas. The ICRC will explore possibilities for partnering with the Russian Red Cross Society in conducting such activities as mine-risk education; and it will help alert National Society staff and volunteers to the hazardousness of mines/ERW.

Helping people to receive news of loved ones

The ICRC will work closely with the National Societies in Belarus and the Russian Federation, the Central Tracing Agency (CTA) bureau for the international armed conflict between the Russian Federation and Ukraine (see Central Tracing Agency bureau for the international armed conflict between the Russian Federation and Ukraine), in order to restore contact among members of dispersed families and enable people to get news of their loved ones, including those held in connection with the international armed conflict (see also People deprived of their freedom). The ICRC will carry out these services in accordance with applicable data-protection standards. It will help to reunite families and facilitate transfer of administrative, legal or other official documents, including across borders. It will pay particular attention to children, older people and physically disabled people, and help them rejoin their families.

The ICRC will seek to raise awareness of the issue of missing people and the plight of their families among the parties, and help build capacities among those involved in the search for missing people. It will continue to pursue efforts to resolve missing-persons cases linked to past or ongoing armed conflicts: a Russian NGO will be given support for following up missing-persons cases and/or for DNA profiling in connection with the search for missing people. The ICRC will urge the Russian authorities to communicate information to the CTA about the protected people and to answer enquiries about them; in particular, the ICRC will engage with a dedicated working group under the Russian defence ministry that exercises functions similar to those of a national information bureau. The ICRC will ensure that missing people's families are kept abreast of developments in the search for their relatives, are aware of the services available to them, and continue to receive other information of pertinence.

The ICRC will continue to help build forensic capacities in managing and identifying human remains. It will help facilitate the recovery and repatriation of human remains and the handover to the families concerned. It will explain to the pertinent parties the necessity of upholding their obligations under IHL towards the dead, the missing and their families. It will also urge the authorities to strengthen legal and medicolegal frameworks, and provide them support for doing so, with a view to resolving more missing-persons cases and preventing disappearances.

Enabling people affected by hostilities to meet some of their basic needs

The ICRC, in partnership with the National Societies in those countries, will help people who have fled hostilities in Ukraine and crossed into the Russian Federation and Belarus to meet some of their immediate needs. More specifically, it will enable families to supplement their income, cover their basic expenses and buy essential items, including in preparation for winter.
PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

IN THE RUSSIAN FEDERATION:

- monitor the situation of people affected by hostilities, document their protection concerns and discuss them confidentially with the parties to the international armed conflict; call on the parties to adhere to IHL and other applicable norms, for instance, by ensuring protection of people who are not or are no longer participating in the hostilities
- stand ready to facilitate – as a neutral and impartial intermediary – safe passage for civilians, in agreement with the parties, on strictly humanitarian grounds; remind the parties to ensure that these people are protected and have access to essential services; give them support for doing so
- engage with the pertinent authorities, military officials and other stakeholders in dialogue on IHL and other applicable norms, and on the mission, the activities and the neutral, impartial and independent approach of the ICRC, the National Societies, and the wider Movement
- talk with people affected by hostilities, seek their views on ICRC activities, and give them information that could be useful for them, via hotlines, mobile applications and other means, integrated within a community contact centre

IN BELARUS:

- seek to develop dialogue with officials from pertinent ministries on law enforcement operations; offer to brief them on international human rights law, international law enforcement standards and other applicable norms; offer to sponsor their participation in advanced courses in other countries

PROTECTION OF FAMILY LINKS

With the National Societies concerned:

- help members of families separated by conflict, migration or other circumstances to receive news of their relatives, through RCMs, tracing services and other means
- disseminate information among refugees and host communities, and the authorities, about the Movement’s family-links services, through meetings, information sessions, leaflets and other means; organize a workshop for the authorities in Belarus on addressing the family-links needs of migrants
- at their request, help reunite separated families; organize the transport of unaccompanied minors, older people, people with disabilities and others with particular vulnerabilities
- help to pass official documents between family members; provide travel documents, or attestations of arrest or internment, at the request of the people concerned
- pursue efforts to resolve missing-persons cases linked to past or ongoing armed conflict; in particular:
  - cultivate dialogue with the dedicated working group under the Russian defence ministry or other authorities involved in helping families to ascertain the fate of their missing relatives; support their efforts to this end
  - with the CTA bureau, provide the pertinent Russian authorities with tools, equipment, technical guidance and other support
  - give a Russian NGO support for following up missing-persons cases and/or for DNA collection and profiling in connection with the search for missing people
  - follow up tracing requests and allegations of arrest or internment with the parties concerned (see People deprived of their freedom below)
- stand ready to facilitate the recovery and repatriation of the remains of deceased servicemen – at the request of the authorities – and in agreement with both parties to the international armed conflict

FORENSICS

IN THE RUSSIAN FEDERATION:

- through training, technical advice, and material and other support, help the authorities and forensic professionals to develop their capacities in managing human remains and to draft procedures in this regard, with a view to helping identify human remains and hand them over to the families concerned
- organize round tables, conferences and other events for forensic experts, including those from neighbouring countries, on strengthening medico–legal and forensic frameworks; help them establish a regional network

WEAPON CONTAMINATION

A

in the Russian Federation, meet with the emergency control and defence ministries and other authorities; offer them expert advice for ensuring that their activities (e.g. demining, mine–risk education) are conducted in accordance with international mine-action standards; provide training in the recovery of human remains in weapon–contaminated areas

A

seek to work with the Russian Red Cross in implementing activities related to mines/ERW, such as promoting safe practices among people at risk from such weapons; broaden their awareness of the Movement’s role in helping to diminish the threat of weapon contamination

ECONOMIC SECURITY

Income support

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<tr>
<td>$</td>
<td>28,560 people</td>
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With the National Societies concerned:

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in the Russian Federation, give up to 11,000 households (27,500 people) from Ukraine cash or vouchers to cover basic expenses and buy winter clothes or other essential items; enable up to 60 people to undergo vocational training
in Belarus, give cash or vouchers for food and other essentials to up to 400 households (1,000 people) from Ukraine

SUPPORT FOR THE NATIONAL SOCIETIES
through funding, training and other support, help the National Societies in Belarus and the Russian Federation build their capacities in restoring family links, including during emergencies, and carrying out other protection-related work

train staff and volunteers of the Russian Red Cross in delivering relief aid to people affected by the international armed conflict; incorporating safe practices around mines/ERW in their activities; and providing psychosocial support for missing people’s families

PEOPLE DEPRIVED OF THEIR FREEDOM
Objective: People deprived of their freedom are afforded treatment and living conditions that meet internationally recognized standards. They are able to communicate with their relatives.

Visiting people deprived of their freedom
The ICRC will pursue its dialogue with the parties to the international armed conflict, to ensure full and unimpeded access to POWs, civilian internees and others in their custody. The ICRC will conduct its visits to these people in line with its standard procedures and with its mandate under IHL. During such visits, it will monitor the treatment, living conditions and access to health care of people deprived of their freedom. Afterwards, the ICRC will discuss its findings and recommendations confidentially with the authorities, to ensure that people deprived of their freedom are treated in accordance with IHL and other applicable norms. The ICRC will seek to remind other actors assisting or seeking to assist POWs to carry out their activities in line with IHL and other applicable norms.

The ICRC will continue to call on the parties to ensure the protection of people deprived of their freedom and to respect their judicial safeguards and the principle of non-refoulement. It will also seek to discuss with them such matters as the release and repatriation – on humanitarian grounds – of the wounded, the sick and other POWs with specific needs. It will keep up its efforts to help prison authorities and staff to develop their capacities in prison management.

The ICRC will seek to enable people deprived of their freedom to stay in touch with their families, and will urge the authorities to improve procedures to this end. It will continue to act as a neutral intermediary in the exchange of correspondence between POWs and their families, in cooperation with the relevant parties. In this connection, it will enable families to know the fate and whereabouts of their relatives who are alleged to have been captured, with a view to preventing disappearances. It will urge the pertinent authorities to transmit information on protected persons to the CTA bureau. It will also stand ready to act as a neutral intermediary when the parties release, transfer or hand over POWs and civilian internees.

In Belarus, the ICRC will continue to engage the authorities in dialogue on access to people held in connection with armed violence.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

IN THE RUSSIAN FEDERATION:
through bilateral dialogue, written representations and other means, engage the authorities in dialogue to ensure full and unimpeded access to POWs, civilian internees and other people deprived of their freedom

visit people deprived of their freedom, in places to which the ICRC has been granted access, and monitor their treatment and living conditions; carry out these visits in accordance with the ICRC’s standard procedures and its mandate under IHL; in a confidential manner, share findings from the visits and recommendations to the officials concerned

offer to organize briefings for the pertinent authorities about the ICRC’s activities for people deprived of their freedom, and workshops on the proper management of places holding POWs and civilian internees

help families know the fate and whereabouts of their captured relatives, and seek to prevent disappearances; more specifically:
- request clarification from the authorities on the fate and whereabouts of people alleged to have been captured; seek access to the people in question
- register POWs and civilian internees, and convey a list of their names to the CTA bureau
- remind the relevant authorities to send the CTA bureau the capture or internment cards – containing basic personal information in writing or in digital form – of protected persons

help people deprived of their freedom to contact their families through RCMs and oral messages; as a neutral intermediary, and in cooperation with the relevant parties, pass letters and parcels between POWs and their families

stand ready to act as a neutral intermediary in the release, transfer and handover of POWs and civilian internees

provide ad hoc material assistance – hygiene items, clothes and other essentials – for improving the living conditions of people deprived of their freedom

IN BELARUS:

offer to conduct visits to people detained in connection with violence; seek to develop a dialogue with pertinent authorities on the treatment and living conditions of detainees

| Protection | Assistance | Prevention | Cooperation | Protection and Assistance |
WOUNDED AND SICK

Objective: Wounded and sick people receive appropriate medical and surgical care.

Ensuring the availability of medical care for wounded and sick people from Ukraine

In Belarus and the Russian Federation, the ICRC will seek to develop local capacities in providing life-saving treatment for wounded and sick people fleeing the hostilities in Ukraine. More specifically, it will pursue cooperation with medical universities and/or the health authorities in helping civilian or military surgeons advance their skills in wound surgery and other treatment for trauma patients. The ICRC will explore the possibility of working with the Belarusian and the Russian National Societies to this end and on strengthening emergency preparedness. The ICRC will also provide the health ministry in Belarus with medical supplies for responding to sudden influxes of patients. It will seek to develop its dialogue with health ministry officials in Belarus, defence ministry officials in the Russian Federation, medical institutions from both countries, and others, on ensuring the availability of medical services for wounded and sick people from Ukraine.

PLAN OF ACTION AND INDICATORS

MEDICAL CARE

- provide medical consumables to the health ministry in Belarus
- in Belarus and the Russian Federation, offer to organize training in weapon-wound surgery and emergency-room trauma care for surgeons, in cooperation with the National Societies, medical universities or health authorities
- develop dialogue with the health ministry in Belarus, the defence ministry in the Russian Federation, medical universities in both countries, and others on providing treatment for wounded and sick people from Ukraine

ACTORS OF INFLUENCE

Objective: Political decision makers and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media, NGOs and community leaders help foster awareness of humanitarian issues and IHL, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work and that of the Movement.

Influencing discussions and policies affecting humanitarian action

The ICRC’s regional delegation in Moscow will continue to pursue various forms of engagement with a wide range of influential actors and decision makers in the region, with a view to broadening support for its work and ensuring that operational, legal and policy decisions reflect humanitarian considerations and respect for IHL and humanitarian principles. During its engagement with the Russian authorities, in particular, the ICRC will advocate compliance with IHL in the protection of civilians and the conduct of hostilities (see Civilians). The ICRC will organize or participate in high-level meetings, round tables, workshops and other events – on such topics as urban warfare, cyber warfare, the issue of missing people, and the management of human remains – with authorities, regional bodies and others. Some of these events will be held at the ICRC’s Moscow Humanitarium. The ICRC will also engage with the people it seeks to assist, to develop a fuller understanding of their needs and respond accordingly (see Civilians). The ICRC will make use of both traditional and digital media for its public communication. It will urge journalists to draw attention to issues of humanitarian concern.

The ICRC will continue to strive to promote compliance with IHL and its integration into the training and operations of the armed forces in the region, and of the CSTO and the CIS. It will also seek to urge the pertinent authorities to promote respect for IHL among the armed forces that they support. It will make its legal expertise available to the authorities and advocate incorporation of IHL and/or IHL-related treaties in domestic law. It will seek to develop interest and expertise in IHL and raise awareness of issues of humanitarian concern through interaction with think tanks, universities, academics and students.

PLAN OF ACTION AND INDICATORS

- organize conferences, briefings and other activities on IHL and humanitarian issues of common concern, for the authorities, military officials and other stakeholders
- provide technical support for the armed forces in the region, and the CSTO and the CIS, to integrate IHL into their training and operations; train their personnel, including instructors, in IHL and other applicable norms
- organize conferences, workshops and other events and activities on IHL for think tanks, academics, students, and other members of civil society; support their efforts to stimulate research or debate on IHL-related matters
- give the authorities legal guidance in incorporating IHL and IHL-related treaties in domestic law; in the Russian Federation, in particular, give them support for enacting a law protecting the red cross emblem (see Red Cross and Red Crescent Movement)
- with the Russian Red Cross whenever possible, organize communication campaigns and produce content for traditional and social media – in Russian – on humanitarian issues and the ICRC’s principled humanitarian action; organize briefings, workshops and other events, on humanitarian reporting, for journalists

SUPPORT FOR THE NATIONAL SOCIETIES

- provide the Russian Red Cross with material and technical support for its public communication
Objective: The Belarus Red Cross Society and the Russian Red Cross Society have strong legal bases for independent action and carry out their core activities effectively. Movement components in the region coordinate their activities and implement them in a neutral, impartial and independent manner.

The ICRC will work closely with the Belarus Red Cross, the Russian Red Cross Society, and the International Federation, in order to increase the Movement’s collective impact in the region and to promote best practices in areas of common interest (emergency response and migration, for instance). The Belarus Red Cross and the Russian Red Cross Society will continue to receive assistance for strengthening their capacities in emergency preparedness and response; incorporating the Safer Access Framework more fully in their activities; and/or improving their public communication and promoting IHL. The ICRC will promote adherence to the Fundamental Principles and the Movement’s policies among the National Societies. The National Societies will also be helped to develop their ability to respond to the protection-related concerns of migrants.

In the Russian Federation, the ICRC will continue to provide expert assistance for advancing the enactment of laws concerning the National Society and the use of the red cross emblem.

**PLAN OF ACTION AND INDICATORS**

- give funds, training, equipment and other support to the Belarusian and Russian National Societies for expanding their capacities in providing emergency assistance and first aid, restoring family links, broadening support for IHL and the Movement’s work, and adhering to the Fundamental Principles
- provide the Russian Red Cross Society with financial support for its long-term organizational development; train staff and volunteers at the Belarus Red Cross in such matters as integrity management
- coordinate regularly with the National Societies in Belarus and the Russian Federation, and with other Movement components in the region, to ensure a coherent response to humanitarian needs
PARIS (REGIONAL)

Covering: Andorra, Cyprus, France, the Holy See, Italy, Malta, Monaco, Portugal, San Marino and Spain (with specialized services for other countries)

With a formalized presence since 2000, the Paris regional delegation engages in dialogue on IHL and humanitarian concerns with the authorities, military and academic circles and third-country representatives, raising awareness of the ICRC’s mandate and mobilizing political and financial support for its activities. With the National Societies, it helps migrants and people separated by conflicts abroad restore family links, and offers guidance on human remains management. It also partners with the National Societies in their international activities and IHL promotion. The ICRC visits people held by international tribunals.

BUDGET IN KCHF

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Of which: Overheads 450

PERSONNEL

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SITUATION

European countries, individually or through multilateral bodies, continue to drive diplomatic initiatives and influence policy debates and decision-making about humanitarian action. France and other European countries participate in military operations in Africa, the Middle East and elsewhere.

The issue of national security and the constant migration flows remain high on the agenda of European countries. The impact of the international armed conflict between the Russian Federation and Ukraine and of the food crisis in Africa have also emerged as priority concerns for the countries in the region.

Migrants, including refugees and asylum seekers, continue to attempt dangerous journeys to Europe from North Africa and the Middle East. They remain vulnerable in both transit and destination countries, including losing contact with their families. Many of those who manage to reach Europe are often held in administrative detention facilities for long periods of time and their movements restricted. Proper and timely identification of human remains recovered at sea after maritime accidents continues to be difficult, largely owing to insufficient information and lack of coordination among national and regional authorities, while the bodies of the vast majority of migrants who die at sea are never recovered. Thousands of families remain without news of missing relatives.

Some people alleged to have been involved in fighting in countries other than their own, and/or their relatives, have returned to their countries of origin.

ICRC ACTION

Promoting IHL and fostering support for humanitarian action

The ICRC will engage in humanitarian diplomacy across the region to promote IHL and strengthen political and financial support for its work throughout the world, among national authorities, armed forces, multilateral organizations and other influential parties. It will discuss such issues as protecting principled humanitarian action from the consequences of restrictive measures; compliance with IHL during operations carried out by multinational military coalitions, including by parties to conflict that receive support from European countries; the humanitarian consequences of military operations overseas, including in the Syrian Arab Republic (hereafter Syria), the Sahel region of Africa, and Ukraine; the implementation of rules regulating the use, proliferation and sale of weapons; and ICRC operations in places affected by armed conflict and other situations of violence. The regional delegation based in Paris will communicate the ICRC’s position on key issues, such as the humanitarian concerns of those who become separated from their relatives, missing or deceased trying to reach Europe, the families of people alleged to have been involved in fighting abroad, and people detained by international tribunals; the consequences of the climate crisis for conflict-affected communities; and the impact of new weapons technologies. It will also seek to ensure that humanitarian considerations are reflected in states’ operational, legal and policy decisions. It will discuss with states in the region to consider incorporating in their legislation key IHL provisions on the establishment of national information bureaus – tasked with centralizing the collection of information about protected persons, alive or dead, in case of an international armed conflict.

IHL principles governing the conduct of hostilities will be discussed with the armed forces of states involved in military operations beyond their borders, for instance in the Sahel. The ICRC will continue to help them integrate IHL into their doctrine, training and operations. It will seek, through its public communication, to foster understanding of IHL, humanitarian issues and the Movement among civil society; to this end, it will also produce and disseminate Francophone content to reach a wider audience. It will cooperate with European National Societies in key humanitarian initiatives.
The pertinent authorities will be urged to respond to the protection-related concerns of citizens of European countries who have returned from conflict zones in other countries after allegedly taking part in the fighting there, and their families, and ease the social integration of the former group, in accordance with existing legal frameworks.

**Helping to address the humanitarian consequences of migration**

In coordination with other ICRC delegations and the pertinent National Societies, the Paris regional delegation will continue to work with key states on the necessity of preserving family links and, where relevant, the issue of non-refoulement and of vulnerable migrants.

The ICRC will help members of families separated by migration, armed conflict or other circumstances to reconnect. It will work with the National Societies and provide them with training in tracing and the use of specific tools, and other support to provide the Movement’s family-links services – in line with data-protection standards – along migration routes, and to incorporate these services in their emergency preparedness and response. In particular, the ICRC will maintain its support for National Society efforts to work more closely together on issues and cases related to family reunification. The ICRC will continue to discuss, with the authorities concerned, policies and other measures to ascertain the fate of missing migrants and prevent disappearances. Together with the National Societies in the region, it will also organize webinars to draw public attention to the plight of missing migrants’ families. The ICRC will seek to understand, and will support efforts to address, the needs of families whose loved ones have gone missing in conflict zones. To this end and building upon the results of a similar assessment in Germany, it will work with the French Red Cross to assess these families’ needs. The ICRC will offer National Societies training to address the mental-health needs of their volunteers and will adapt online modules for use by associations of families of people missing in connection with the situation in Syria.

The ICRC will maintain its efforts to ensure that human remains are handled with future identification in mind, so that people can be notified of the death of their missing relatives. It will continue to assist the authorities and the National Societies in Italy and Spain to use methodologies developed from previous projects for determining the whereabouts of migrants lost at sea. The Paris regional delegation, and other ICRC delegations, will foster coordination among authorities, National Societies and others to improve guidelines and procedures, standardize practices and centralize data. The ICRC will promote the use of innovative tools to search for missing migrants and identify human remains; it will also provide training to this end.

**Following up vulnerable detainees**

In connection with the detention of migrants, the ICRC will offer its expertise to National Societies in incorporating basic principles of protection-related work in their activities and will arrange discussions among Movement components on such topics as alternatives to detention. The ICRC will also undertake dialogue with authorities on this topic.

The ICRC will continue to visit people detained by international tribunals based in The Hague, in the Netherlands, and discuss with the pertinent parties these people’s distinct needs and the legal and humanitarian issues associated with international detention.
Present in the Republic of Moldova since 1992, the ICRC established a delegation in the country in 2022. It focuses on addressing the needs of conflict-affected people, particularly those fleeing the international armed conflict between the Russian Federation and Ukraine. The ICRC carries out activities to help people meet their basic needs, access medical care and psychosocial support, and restore contact with their relatives. It promotes knowledge of and respect for IHL and humanitarian principles among the authorities and other relevant actors. It also supports the Red Cross Society of the Republic of Moldova.

Chisinau. Persons fleeing the international armed conflict between the Russian Federation and Ukraine receive food and other essential household items from the ICRC, to help them meet their basic needs and improve their living conditions.

**ASSISTANCE TARGETS**

**CIVILIANS**

- **Economic Security**
  - Food consumption: 48,400 people
  - Food production: 800 people
  - Income support: 48,400 people

**WOUNDED AND SICK**

- **Medical Care**
  - Hospitals supported: 4 structures

**BUDGET IN KCHF**

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</table>

*Of which: Overheads 626*

**PERSONNEL**

- Mobile staff: 18
- Resident staff: 46
SITUATION

- The Republic of Moldova (hereafter Moldova) continues to receive and host people who have fled the international armed conflict between the Russian Federation and Ukraine (see Ukraine). About 700,000 people have crossed into Moldova from Ukraine since February 2022; around 95,000 are estimated to have remained in the country. Many of these displaced people are staying with relatives or acquaintances; some others are staying in centres accommodating people who have had to leave due to the international armed conflict.

HUMANITARIAN CONCERNS

- Having left without their belongings, many people who fled to Moldova – most of them women, children, and the elderly – are often faced with poor living conditions and with limited access to basic goods and means of livelihoods. Many do not have a reliable source of money, and cannot afford to buy food and other essentials or to seek medical treatment. Most of them are reliant on humanitarian aid and the financial assistance provided by the Moldovan authorities.

- The resources of the families or acquaintances hosting displaced people are also under strain; the uncertainty over the duration of the international armed conflict adds to their difficulties. In the Gagauzia and Transnistria regions, where there are few humanitarian actors other than the ICRC, the resources of host families are already overstretched: many of them were already struggling financially before the arrival of people affected by the international armed conflict.

- Persons fleeing to Moldova include those who are disabled or ailing, and in need of continued medical care or treatment. These persons often cannot easily leave for areas further away from the hostilities because of their physical or psychological state, or because of a lack of viable options for transportation. Some of those who are able to do so are received in Moldova, with some eventually moving on to third countries to obtain the medical attention they need.

- Those who have fled Ukraine and other countries often have relatives who stayed behind. Communication among these families are vulnerable to developments in areas close to the hostilities, and can be precarious. Many Ukrainian families are also waiting for news of missing relatives.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- address the needs of people displaced by the international armed conflict between the Russian Federation and Ukraine; in particular, enable them to obtain food and other essential items, and to maintain or restore their livelihoods;
- reconnect family members separated by the international armed conflict; ensure that they know about the various services available to them, and give them information for coping with their situation, including ways to prevent disappearances;
- reinforce its support for health facilities, including in the Transnistria region, to ensure uninterrupted care for people transported from Ukraine, including the wounded and people who are critically ill;
- help the Moldova Red Cross Society strengthen its ability to address humanitarian needs, and foster coordination with other Movement partners, to ensure an effective humanitarian response; and
- engage with authorities, humanitarian actors and other pertinent parties to broaden acceptance and support for the Movement; and help them strengthen their grasp of IHL and other applicable norms.

In 2022, the ICRC’s operations in the Republic of Moldova – previously managed by its regional delegation in Moscow, Russian Federation – began to be covered by its delegation in Chisinau, which it opened in response to the international armed conflict.
**ICRC ACTION**

**CIVILIANS**

**Objective:** People’s rights are respected, and they are protected, under applicable law, and can meet their basic needs. People separated from their families are able to restore and/or maintain contact with their relatives. Families learn the fate of missing relatives.

**Ensuring protection for people and helping them meet their daily needs**

The ICRC will advocate protection for migrants – including those who have had to leave because of the international armed conflict between the Russian Federation and Ukraine – people in transit, and for host communities and other violence-affected people, and respect for their right of access to essential services and humanitarian aid. It will seek to cultivate dialogue with the authorities and relevant actors – including other humanitarian organizations – and reiterate to them the importance of ensuring that laws applicable to the groups mentioned above are respected, particularly pertinent provisions of IHL and international human rights law, and laws for people who have fled to other countries. The ICRC will document the protection-related concerns of members of these groups – particularly, women and children – and, where appropriate, it will remind the pertinent parties, through confidential representations, that they must ensure their safety.

The ICRC, together with the Moldova Red Cross Society, will provide emergency assistance and support income-earning activities to help people meet their daily needs and stabilize or revive their livelihoods. It will focus its activities in areas where there are few other humanitarian actors, such as Gagauzia and Transnistria. The ICRC will help improve food security among displaced people from Ukraine, and the families hosting them, through distributions of food and other means. It will also give them essential household items to help them improve their daily lives. The ICRC will build income-earning capacities among selected families, with a view to helping them meet their needs.

Persons made vulnerable by displacement and other consequences of the international armed conflict will have access to mental health and psychosocial support from health personnel and community members (e.g. teachers, members of the National Society) trained by the ICRC. The ICRC will also conduct information sessions to help members of conflict-affected communities become more aware of the state of their mental health and of the services available to them.

**Reconnecting members of dispersed families**

The ICRC will continue to monitor the situation of those who have fled from the international armed conflict and other people in transit, and track developments in the situation in Ukraine. It will seek to adapt its strategy to these developments, and will strive to provide up-to-date information to those affected about the Movement’s family-links services and how they can make use of these services.

With the ICRC’s help, members of families separated by armed conflict or other violence, migration, detention and/or natural disasters will be able to reconnect. The ICRC will work with the National Society to provide family-links services for people separated from their families during transit; it will follow up tracing cases and, where appropriate, assist in reuniting separated families. With a view eventually to helping Moldova increase its capacity to deal with missing-persons cases, including those arising from the current situation, the ICRC will examine the domestic legal frameworks currently in place.

The ICRC will help the Moldova Red Cross Society develop its family-links services, particularly in such areas as coordinating with other National Societies in the region and complying with data-protection standards.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- Document people’s protection-related concerns, in support of confidential dialogue with the parties concerned
- Reiterate to the pertinent actors the necessity of ensuring that laws applicable to the people mentioned above, such as IHL and international human rights law, are respected; in addition, explain the importance of facilitating aid and information to these people

**PROTECTION OF FAMILY LINKS**

- Promote family-links services among people affected by the international armed conflict between the Russian Federation and Ukraine, as well as pertinent authorities and humanitarian actors; distribute leaflets and other materials containing information on preventing family separation and on how to contact the Movement and other service providers
- Make family-links services available to migrants and people separated from their families; where appropriate, reunite them with their relatives and make follow-up visits
- Complete a study on current Moldovan legal frameworks concerning missing people
- Through training and technical support, help the National Society build its capacities in restoring and preserving family links

**HEALTH**

- Together with the National Society, assist local health workers and community members to provide psychosocial support for Ukrainians who fled the international armed conflict and host communities, and also practice self-care; help them to conduct information sessions for community members on mental health and related subjects
With the National Society:

* facilitate the safe transfer of wounded or sick people and their caretakers from Ukraine to Moldova or, in exceptional cases, to a third country for medical care
* provide four health facilities with training and technical or other assistance; more specifically:
  * provide training in basic first aid for health staff and other potential first responders
  * give health facilities financial and material support
  * raise awareness among health staff of the goals of the Health Care in Danger initiative
* support a psychologist at the Chisinau hospital, through training, to provide mental-health and psychosocial support for patients

### MEDICAL CARE

**Objective:** People who are wounded and/or sick have access to timely and effective first aid and medical services.

**Bolstering emergency and other medical care for people affected by the international armed conflict**

The ICRC will continue to help make timely and life-saving health services available to people in need, particularly to those in transit and those affected by the situation in Ukraine. It will seek to ensure continuity of care, by tending to the needs of disabled or critically ill people transported from Ukraine to Moldova, and their caretakers, during their stay at ICRC-supported facilities and until they are referred to service providers in other countries for further care. The ICRC – acting as a neutral intermediary and in close cooperation with other Movement components – will continue to help facilitate the safe transport of the groups mentioned above – for instance, by coordinating and working with pertinent service providers (e.g. ambulance services).

The ICRC will support the provision of health services at selected health facilities in Transnistria and other areas, particularly those that take in wounded and sick people from Ukraine (including people transported from conflict-affected areas by paramedics or ambulance services). It will keep up its support for a hospital in Chisinau. The ICRC will also help these facilities expand their capacities in providing first aid and emergency care in line with national and international standards, with a view to ensuring their readiness for emergencies or a worsening of the situation in Ukraine. The ICRC will develop capabilities among health staff, donate equipment and other necessary items, and share its expertise in coordinating the activities of health institutions, implementing best practices, and digitizing health-related data. The ICRC will work with a psychologist at one of the hospitals providing training and guidance in dealing with patients in need of mental-health and psychosocial support – including victims of violence and others affected by the international armed conflict.

### ACTORS OF INFLUENCE

**Objective:** The authorities, weapon bearers and others understand and respect IHL and other basic rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. The media, academic institutions, and humanitarian actors help foster awareness of humanitarian issues and IHL among decision makers and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work.

**Building understanding of IHL and fostering acceptance for the Movement’s activities**

The ICRC will strive to establish and/or strengthen its dialogue with government authorities, military and security personnel, academics, members of the media, key members of the general public, and other relevant actors in the country. It will do so with a view to broadening awareness of IHL, human rights law, and other applicable norms among these actors, especially in light of the international armed conflict between the Russian Federation and Ukraine and its spillover effects in Moldova. In all its engagement, the ICRC will aim to secure acceptance not only for the bodies of law mentioned above, but also for its own mandate and its neutral, impartial and independent humanitarian approach. It will help these groups understand the nature of its work and that of the entire Movement, and it will broaden awareness of its various activities for people affected by the international armed conflict, particularly its efforts to protect the civilian population and its programmes for the wounded and the sick.
The ICRC will seek to understand more fully the concerns and needs of people displaced from Ukraine, in order to adapt its humanitarian response accordingly. It will establish a community contact centre through which conflict-affected people can receive answers to their queries and requests, including on the ICRC’s projects; register their feedback and receive the appropriate follow-up on these; share their experiences; and comment on the ICRC’s activities. The ICRC will use the data gathered through the community contact centre to guide its programmes and adapt these accordingly to the needs or concerns of affected people. The ICRC will seek to disseminate information on the various humanitarian services available to them, and other information that may be of use or value to them.

**PLAN OF ACTION AND INDICATORS**

- **Re** engage with authorities, academics, members of the media and others to advance understanding of IHL, broaden acceptance for the ICRC’s mandate, and raise awareness of the Movement’s activities; more specifically:
  - pursue dialogue with these key actors in order to discuss relevant humanitarian issues with them
  - organize round tables and training, and other IHL-themed events and activities for military personnel
  - conduct communication campaigns through social media and by other means
- **Rr** seek the views of conflict-affected people on ICRC activities, through a community contact centre

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Moldova Red Cross Society has a strong legal basis for independent action. It is able to carry out its core activities safely and effectively. The activities of all Movement components are coordinated.

The ICRC will strive to improve its partnership with the National Society and strive also to provide it with the support necessary to deliver good-quality services in accordance with the Fundamental Principles. It will seek to develop the National Society’s capacities in a number of different areas, such as first aid, application of the Safer Access Framework, and drafting of communication strategies. It will provide the National Society with comprehensive support to help ensure that its activities are effective and carried out safely, and that it can make use of the views and suggestions of people affected by the situation in Ukraine, and adapt its activities accordingly.

The ICRC will seek closer coordination with the National Society and other Movement components in the country – for instance, during humanitarian activities – in order to strengthen the collective response and extend operational reach.

**PLAN OF ACTION AND INDICATORS**

- **Pp** provide the National Society with material, financial, technical and other support to develop its capacities; more specifically:
  - conduct training in basic first aid and in the Safer Access Framework for volunteers; give them first-aid supplies and equipment
  - evaluate the ability of selected branches to work in line with the Safer Access Framework; finalize a plan of action to help build capacities in this regard
- **Pc** facilitate coordination between Movement components in order to maximize the impact of humanitarian activities
The ICRC has been present in Central Asia since 1992. It seeks to foster support for IHL and other relevant norms and for the ICRC’s work. It helps the authorities and National Societies in the region to respond to emergencies. In several countries, it works with local partners to assist the repatriated relatives of people allegedly involved in fighting abroad. In Tajikistan, it also carries out activities for people with physical disabilities and educates communities on mine-related hazards. Throughout the region, it helps National Societies to build their capacities.

Tajikistan. Children affected by violence at the Tajikistan-Kyrgyzstan border receive mental health and psychosocial support.

**ASSISTANCE TARGETS**

**WOUNDED AND SICK**

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**BUDGET IN KCHF**

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**PERSONNEL**

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</table>
**SITUATION**

- Disputes over borders and natural resources remain sources of tension in the region. At the Kyrgyzstan-Tajikistan border, clashes over access to water or land have taken place; the conflict between the countries escalated briefly in September 2022. A ceasefire was declared, but the situation remains tense.
- Socio-political tensions have led to other situations of violence in the region. For example, last year, protests or other incidents took place in Kazakhstan, Kyrgyzstan, Karakalpakstan in Uzbekistan, and Gorno-Badakshan in Tajikistan. People have been arrested in connection with such incidents.
- The five countries are also affected by issues in the wider region, including the effects of: the humanitarian situation in Afghanistan; the international armed conflict between the Russian Federation and Ukraine; and migration.
- The governments of Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan have repatriated relatives (mostly women and children) of citizens allegedly involved in fighting elsewhere, particularly in Iraq and the Syrian Arab Republic. A few men have also been repatriated. Additional rounds of repatriation are planned.
- The five Central Asian countries remain involved, to varying degrees, with multilateral bodies such as the Collective Security Treaty Organization (CSTO), the Commonwealth of Independent States (CIS), the Eurasian Economic Union, the European Union, NATO and the Shanghai Cooperation Organization (SCO).

**HUMANITARIAN CONCERNS**

- The violent situations above have caused injuries and deaths, and led to arrests. Surges in violence – especially in border areas – or natural disasters could overwhelm local capacities in health care and forensics.
- Families of people missing in connection with past or ongoing violence, migration, or other circumstances – such as alleged involvement in fighting in other countries – still seek news of their relatives. These families, and people repatriated from abroad (see Situation), often need help to meet their psychosocial and other needs and to reintegrate into society. The aforementioned circumstances also disperse families, who may then need help to contact one other.
- The treatment and living conditions of people alleged to have been involved in fighting elsewhere, and detained upon their return, remains a source of concern.
- In Tajikistan, certain communities, particularly along the borders with Afghanistan and Kyrgyzstan, continue to be endangered by mines and explosive remnants of war (ERW). People with disabilities struggle to obtain good-quality physical rehabilitation services.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- Intensify efforts to help authorities and National Societies in the region to bolster their humanitarian response to armed violence and other emergencies – by assisting more health facilities (particularly in Tajikistan) and offering support for first aid, human remains management, mine-risk education, and mental health and psychosocial support;
- Foster respect for IHL and other pertinent norms by cultivating dialogue with military and security forces in the region, and regional representatives to multilateral security organizations; discuss other issues of common interest and gather support among the authorities and other influential figures for the Movement’s work;
- Help address the needs (mental health and psychosocial support, for instance) of people whose relatives are alleged to have been involved in fighting elsewhere or are missing in connection with past conflict, migration or other circumstances; assist disabled people in Tajikistan to obtain good-quality physical rehabilitation services;
- Work with the Central Asian National Societies to help people restore contact with relatives from whom they have become separated or who are missing because of violence or other circumstances; and
- In Kyrgyzstan, visit people alleged to have been involved in fighting in other countries, and who were detained upon their return, to monitor their treatment and living conditions.

The ICRC’s regional delegation in Tashkent, Uzbekistan also provides operational and logistical support for ICRC operations in Afghanistan (see Afghanistan).
**ICRC ACTION**

**CIVILIANS**

**Objective:** The rights of people affected by past conflict/other violence or other circumstances – including missing people’s families – are respected and their needs met. Members of dispersed families are able to maintain contact. Communities are less at risk from mines/ERW.

In the course of its activities for people near the Kyrgyzstan-Tajikistan border and other violence-prone areas in the region (see below and Wounded and sick), the ICRC will monitor potential violations of IHL and other pertinent norms. Any findings will be confidentially raised with the parties concerned during the ICRC’s engagement with them (see Actors of influence), so that they can take action.

**Responding to the needs of repatriated children and other at-risk groups**

The ICRC will engage in dialogue and work with authorities and other stakeholders in the region involved in repatriating and reintegrating the families of people allegedly involved in fighting elsewhere, with a view to ensuring that the families’ best interests are respected, and their needs met. Focusing on repatriated children and women, the ICRC will help them to meet their multifaceted needs (particularly the psychological and psychosocial aspects of reintegration) by supporting service providers, giving support directly and referring people to other organizations if needed. In Kazakhstan, Kyrgyzstan, Uzbekistan and Tajikistan, for example, the ICRC will help build the capacities of psychologists, social workers, community leaders, National Society volunteers and others caring for repatriated children and women; in addition to supporting them in the provision of mental health and psychosocial support, it will also help them to protect their own mental well-being. In Kyrgyzstan and Tajikistan, the ICRC will work with local partners to directly provide such support to repatriated people.

In Tajikistan, the ICRC will continue to work with the National Society and other partners to meet the psychosocial, health, and other needs of families whose relatives are missing in connection with violence, migration and/or other circumstances, such as alleged involvement in fighting in other countries. It will also help communities near the Kyrgyzstan-Tajikistan border to deal with the effects of clashes by offering mental health and psychosocial support.

The ICRC will offer some ad hoc assistance to members of families dispersed by conflict or other circumstances, including financial support for people in Tajikistan to visit repatriated children settled in centres, and one-off grants for people returning to Kyrgyzstan from Syria.

**Helping people to obtain news of their relatives**

The ICRC will continue to discuss, with the authorities and other stakeholders, issues related to the protection of family links and solutions to them. Together with the National Societies concerned, it will seek to enable members of families separated by violence, disasters, migration, detention or other circumstances – such as alleged involvement in fighting elsewhere – to reconnect or reunite; some of them will also be given assistance (see above). In Kazakhstan, the ICRC will continue to support the Red Crescent Society of Kazakhstan in providing family-links services to migrants in immigration retention centres. Staff and/or volunteers at Central Asian National Societies will be given training and other support to develop their family-links capacities.

The ICRC will seek to uphold the right of families to know the fate of relatives who are missing in connection with past violence or other circumstances, such as alleged involvement in fighting in other countries. In Kyrgyzstan and Tajikistan, it will lobby for and support the drafting and implementation of legislative amendments to formalize the status of missing people’s families and acknowledge their needs, and to enshrine the rights of missing persons and their families. In Tajikistan, the ICRC will focus on resolving the cases of people missing in connection with fighting abroad. Missing-persons cases related to labor migration will be referred to the National Society, while cases of persons missing in connection with past conflict will be handed over to the authorities, following a handover plan that began in 2021.

The ICRC will seek to strengthen forensic capacities in the region to help improve the chances of identifying the dead and preventing them from becoming unaccounted for. In Kyrgyzstan and Tajikistan, it will continue supporting efforts to help institutionalize and improve the management of human remains during emergencies and at other times – for example, by helping to draft and implement policies and procedures that are in line with best practices and internationally accepted data-protection standards. The ICRC will also remain ready to provide forensic institutions with ad hoc assistance for dealing with issues related to COVID-19, should the situation deteriorate in 2023.

**Enabling border communities in Tajikistan to protect themselves more effectively against mines/ERW**

In Tajikistan, the ICRC will maintain its support for the National Society to promote safe practices in communities affected by mines/ERW – including areas bordering Afghanistan and Kyrgyzstan. The ICRC will help the National Society to incorporate safe practices in all its activities in these areas and develop its ability to broaden awareness of the hazardousness of mines/ERW.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF FAMILY LINKS**

1. **Together with the pertinent National Societies, offer RCMs, phone calls, tracing and other family-links services to people separated from their families**

2. **Engage authorities in dialogue on ways to prevent, or address issues related to, family separation and disappearances due to violence**

3. **In coordination with the authorities, help reunite people (particularly the children of those alleged to have been involved in fighting in other countries) with their families; support families and institutions hosting such children in taking care of their needs, including their mental–health needs (see below)
provide cash or other ad hoc assistance to people separated from their families; refer them to other organizations for support if necessary

promote family-links services through digital and other means so that more people can benefit from them; organize an event in Tajikistan to mark the International Day of the Disappeared

engage in advocacy efforts, and offer technical expertise and other support, for adopting medico-legal frameworks, developing communication, cooperation and coordination mechanisms, and drafting or implementing standard procedures for managing and identifying human remains

organize training sessions, thematic conferences and other activities for forensic experts, emergency responders in border areas and others

organize training (including train-the-trainer and coaching sessions) – on the provision of mental health and psychosocial support – for psychologists, caretakers of repatriated children, community leaders, National Society volunteers, and others; help them to organize information sessions to raise awareness of mental-health issues

through support-group sessions and other means, help providers of mental health and psychosocial support to become more capable of managing their own mental well-being

help provide mental health and psychosocial support to repatriated children and others; refer people to other service providers for further assistance if needed

with the National Society, conduct information sessions and other activities to instruct children and other members of mine-affected communities in safe practices; produce informational materials to supplement these sessions

organize courses in safe practices around mines/ERW for National Society staff and volunteers, and train them to become more effective in broadening awareness of the hazardousness of mines/ERW

give all five National Societies the training, and financial or technical support necessary to strengthen their provision of family-links services during emergencies and at other times

Objective: Detainees are afforded treatment and living conditions that meet internationally recognized standards. They are able to maintain contact with their families.

Over the past few years, the ICRC has been winding down its support for the authorities’ efforts to improve detainees’ living conditions, but it will continue to visit selected detainees in Kyrgyzstan to check on their well-being. The ICRC will focus on people held in connection with armed conflict or in connection with violence elsewhere (particularly those alleged to have been involved in fighting abroad and arrested on their return). The ICRC will also seek access to selected detainees in other countries who are also being held in connection with violence.

After these visits – conducted in line with standard ICRC procedures – the ICRC will discuss its findings and recommendations confidentially with the authorities, and urge them to bring detention conditions in line with internationally recognized standards. It will stand ready to give ad hoc assistance to detainees facing specific risks.

The ICRC will help detainees in Kyrgyzstan, Tajikistan and Uzbekistan to stay in touch with their families, and will help the Kazakhstan Red Crescent to provide family-links services for migrants in retention centres (see Civilians).

Objective: People who are sick or wounded as a result of violence have access to timely first aid and receive appropriate medical or surgical care in a safe environment. People with disabilities are able to obtain physical rehabilitation services.

Helping to ensure medical attention for people in violence-affected areas in the region

Throughout the region, the ICRC will continue its efforts to help ensure that wounded and sick people can obtain timely medical attention. To that end, it will broaden awareness of the protection due to patients and medical personnel and infrastructure during training for emergency responders and health workers (see below), and information sessions for weapon bearers (see *Actors of influence*); it will also help expand first-aid capacities among armed forces and security forces personnel, community members, and others in all five countries.

Selected hospitals in Tajikistan, particularly in areas bordering Afghanistan and Kyrgyzstan, will be assisted to become more capable of responding to health needs among communities in these areas, including during emergencies. In 2023, the ICRC will provide ad hoc support – donations of supplies in the event of emergencies – to more hospitals than before (from three in 2022 to ten in 2023). It will also help to organize...
training in trauma care and wound surgery in Tajikistan, so that medical personnel can mount a more effective response to mass-casualty situations.

Supporting physical rehabilitation for disabled people in Tajikistan

In Tajikistan, the ICRC will provide four state orthopaedic centres (in Dushanbe, Khorog, Khujand and Kulob) with assistance to improve their services for people with disabilities. The focus will be on the centre in Khorog, which is near the border with Afghanistan and can serve disabled people seeking refuge in Tajikistan.

The ICRC will seek to engage the health authorities in dialogue on policies, strategies and standards related to physical rehabilitation, with a view to ensuring the sustainability of the sector. In coordination with local partners, it will continue to endeavour to advance the social inclusion of disabled people.

PLAN OF ACTION AND INDICATORS

**MEDICAL CARE**

<table>
<thead>
<tr>
<th>Hospitals supported</th>
<th>10 structures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- with the pertinent National Societies whenever possible, organize first-aid training for armed forces and security forces personnel, and for community members
- on an ad hoc basis, provide up to ten hospitals with emergency medical supplies and/or medical equipment; offer them assistance in implementing measures to prevent and control infections; cover medical expenses for up to 15 wounded people, mine victims and/or others in need of life-saving care
- help organize training in initial trauma care and wound surgery for medical personnel

**PHYSICAL REHABILITATION**

<table>
<thead>
<tr>
<th>Projects supported</th>
<th>5 projects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- help four state orthopaedic centres to improve their services, and serve up to 600 disabled people, by providing supplies and equipment and organizing staff training in physiotherapy and other areas
- together with the National Union of People with Disabilities of Tajikistan, assess the barriers to social inclusion for disabled people and develop initiatives based on the findings
- participate in meetings on the physical rehabilitation sector organized by the health ministry; discuss issues of common interest with the health authorities

**ACTORS OF INFLUENCE**

Objective: The authorities and military and security forces personnel understand and respect IHL, international human rights law and other applicable norms, and incorporate them in their decision-making. The media, academics, and others with influence help foster awareness of humanitarian issues among key decision makers and in the general public, thus securing respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

The ICRC will continue to engage with national and regional military, security and law enforcement forces in Central Asia, particularly in areas that are already or likely to be affected by violence (see Situation). It will do so to foster respect for IHL, human rights law and other pertinent norms. It will urge these parties to integrate these norms in their training and operations, and will seek to cultivate dialogue with them on humanitarian issues and new developments and challenges for IHL. They will be invited to participate in regional and international forums where IHL-related issues are discussed.

The ICRC will continue to deepen its institutional engagement with regional security organizations and stakeholders such as the CSTO and the SCO. It will seek to participate in military exercises, to be able to brief military contingents on IHL and on humanitarian considerations in the conduct of operations, including peacekeeping.

The ICRC will engage with authorities and influential members of civil society throughout the region – media, academics and research communities, and religious or community leaders – with a view to raising awareness of humanitarian issues, furthering understanding of IHL, and broadening acceptance for IHL and for the activities of the ICRC and its Movement partners.

The ICRC will pursue various efforts to advance domestic implementation of IHL and ratification of IHL-related treaties, notably, the Treaty on the Prohibition of Nuclear Weapons. It will work with national IHL committees and pertinent authorities to this end. National IHL committees in the region will be given support for exchanging ideas, to help them strengthen their expertise in IHL. In Kyrgyzstan and Tajikistan, the ICRC will continue to counsel the authorities on amending or drafting laws to ensure respect for the rights of missing people’s families and strengthen protection for them (see Civilians). The ICRC will maintain or develop partnerships with selected academic institutions, researchers and think tanks, with a view to stimulating scholarly interest in IHL and discussions on its relevance.

**PLAN OF ACTION AND INDICATORS**

- meet with and organize briefings, training, workshops and other events and activities for authorities and military/security forces in the region – including border guards and peacekeepers – and regional representatives to

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
multilateral security organizations; participate in military and security exercises and sponsor some of the people mentioned above to attend IHL-related courses and seminars.

- provide authorities and national IHL committees with expert guidance for ratifying and implementing IHL-related treaties; organize meetings and workshops for them.

- seek to involve think tanks, academics and students in IHL-related activities, such as IHL promotion; with the pertinent National Societies whenever possible, organize dissemination sessions, round tables and other events or activities for members of civil society and other influential figures.

- provide the Red Crescent Society of Tajikistan with training and/or other support to improve its public communication.

**PLAN OF ACTION AND INDICATORS**

In coordination with Movement partners, provide the Central Asian National Societies with financial, material or technical support, and training, to:

- reinforce their emergency preparedness and response, including their first-aid programmes (see *Wounded and sick*).

- incorporate the Safer Access Framework more fully in their activities.

- become more capable of effective public communication, including IHL promotion.

- consolidate their legal bases and advance their organizational development.

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** National Societies in the region have strong legal bases for independent action. They are able to carry out their core activities effectively.

The ICRC will continue to help the Central Asian National Societies strengthen their emergency preparedness and response, as they are crucial actors during emergencies. They will be given support for incorporating the Safer Access Framework more fully in their activities. The ICRC will help them to improve their public communication, so that they can be more effective in promoting IHL and the respect due to the emblems protected under it, and in gathering acceptance for the Movement and its activities.
UKRAINE

Having worked in the country since 1993, the ICRC expanded its presence in Ukraine in 2014. It delivers vital humanitarian assistance to people affected by armed conflict, promotes the protection of civilians and urges compliance with IHL. Its multidisciplinary response addresses emergency and longer-term needs, providing relief, supporting livelihoods, and improving access to water, medical care and other essential services. It visits people deprived of their freedom and restores family links. It supports missing people’s families and efforts to clarify the fate of missing persons. The ICRC works closely with the Ukrainian Red Cross Society and helps build its capacities.

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection</td>
<td>23,146</td>
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<tr>
<td>Assistance</td>
<td>263,239</td>
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<tr>
<td>Prevention</td>
<td>9,485</td>
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<td>Cooperation with National Societies</td>
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<tr>
<td>General</td>
<td>359</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>316,494</strong></td>
</tr>
<tr>
<td>Of which: Overheads</td>
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**PERSONNEL**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>194</td>
</tr>
<tr>
<td>Resident staff</td>
<td>802</td>
</tr>
</tbody>
</table>

**ASSISTANCE TARGETS**

**CIVILIANS**

**ECONOMIC SECURITY**
- Food consumption: 600,000 people
- Food production: 9,450 people
- Income support: 331,675 people
- Living conditions: 699,790 people

**WATER AND HABITAT**
- Water and habitat activities: 7,590,000 people

**HEALTH**
- Health centres supported: 89 structures

**WOUNDED AND SICK**

**MEDICAL CARE**
- Hospitals supported: 90 structures

**PHYSICAL REHABILITATION**
- Projects supported: 28 projects

**WATER AND HABITAT**
- Water and habitat activities: 8 structures
SITUATION

- The international armed conflict between the Russian Federation and Ukraine continues to affect vast sections of Ukraine, in the north–east, the east and the south–east. POWs, civilian internees and others are being held in relation to the international armed conflict, by the parties concerned.
- People fleeing violence have been displaced within Ukraine or have crossed into neighbouring countries. The UN estimates that by November 2022, roughly 6.5 million people remain displaced within Ukraine and around 7.9 million have fled to other countries in Europe (see Budapest, Moscow and Republic of Moldova for example).

HUMANITARIAN CONCERNS

- The consequences of the international armed conflict are devastating for civilians. The damage and destruction of homes and infrastructure is extensive and will require years of reconstruction. In areas where fighting is ongoing, many people are sheltering in basements or in buildings converted into IDP shelters. They are often without water, heating or electricity. Essential services are disrupted, as the fighting has caused massive damage to water, power and gas–supply systems; medical facilities; and schools. The closure of stores, the breakdown of local supply chains and accelerating inflation mean that food and other basic goods are unavailable or difficult to obtain. Fleeting areas affected by hostilities and obtaining basic necessities is particularly difficult for the elderly and the disabled. Having left all their belongings behind, IDPs often have poor living conditions and, in some cases, cannot afford to buy food and other essentials or to seek medical treatment. The movement of people and goods across front lines is sometimes necessary, but often dangerous.
- Weapon contamination has become widespread, and it has resulted in many civilian casualties.
- The hostilities have significantly impaired the functioning of health facilities and greatly reduced the capacities of emergency medical services. Consequently, health care is not readily available to wounded weapon bearers and civilians – including those with chronic and non–communicable diseases. Conflict–related injuries are straining health facilities’ capacities and increasing the need for long– and short–term rehabilitation support. Supply chains have been disrupted, and staffing requirements are not easily met. Specialized medical equipment for surgical care is scarce.
- Many families have been separated and their members have lost contact with one another because of the hostilities. Families of people alleged to have been killed are generally unable to confirm the fact. The volatile security conditions make it difficult for authorities to ensure that human remains are handled and identified properly, while local forensic services are strained by a lack of resources.
- The ICRC has been seeking full and unimpeded access to POWs, civilian internees and other people held in connection with the international armed conflict. It has been able to visit some places holding these people but many remain inaccessible.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- intensify efforts to promote respect for IHL and other applicable norms among the parties to the international armed conflict and urge them to ensure protection for civilians and access to essential services; seek to increase the parties’ understanding of and support for the ICRC’s role as a neutral intermediary and its principled humanitarian action;
- scale up projects to rebuild essential infrastructure damaged by the fighting and to sustain the provision of water, electricity, health, education and other essential services; expand activities to help IDPs, destitute residents and others to meet their daily needs, improve their living conditions and build their economic resilience;
- reinforce efforts to ensure that people have access to timely medical treatment, particularly those wounded during hostilities; strengthen initiatives to mitigate the threat of mines and explosive remnants of war (ERW);
- help authorities and others to expand forensic capacities and strengthen mechanisms for ascertaining the fate of missing people; assist missing people’s families to meet their economic, psychosocial, legal and other needs;
- bolster efforts to seek full and unimpeded access to POWs, civilian internees and other people held in relation to the international armed conflict, and help them re–establish contact with their families; help the pertinent authorities to ensure that these people have living conditions and health care that meet internationally recognized standards; and
- with the Ukrainian Red Cross Society, co–convene the Movement’s response to the consequences of the international armed conflict; expand support for the National Society to develop its capacities in operational response.

In 2022, the ICRC adapted its presence in Ukraine in response to the immense humanitarian needs generated by the international armed conflict. In order to increase its proximity to people affected throughout the country, the ICRC opened sub–delegations in Dnipro, Kyiv, Lviv and Odessa, and an office in Vinnytsya. Owing to the evolution of the situation, it closed its sub–delegations in Mariupol, Sieverodonetsk and Sloviansk.
Objective: Civilians are protected, their basic needs met, and their resilience to the effects of the hostilities strengthened. Members of families dispersed by conflict are able to communicate with one another. Missing people’s families receive information on the fate of their relatives, and their various concerns are addressed.

The ICRC will continue to respond to the immense humanitarian needs created by the international armed conflict between the Russian Federation and Ukraine and deliver vital assistance to the people affected, through its expanded operational presence in the country. It will focus on meeting needs not covered by other humanitarian actors, especially in areas reachable by few other organizations. It will co-convene the Movement’s activities with the Ukrainian Red Cross Society, ensuring close cooperation with the International Federation and other Movement partners and maximizing the impact of their humanitarian efforts.

Reminding the parties to respect IHL and ensuring protection for civilians

The ICRC will seek to strengthen its dialogue with the parties to the international armed conflict, urging them to fulfill their obligations under IHL and other applicable norms, particularly to ensure the protection of people who are not or are no longer participating in hostilities; refrain from attacking water, energy and other essential infrastructure; prevent people from going missing; and facilitate access to basic services and humanitarian aid. It will closely monitor the situation of people affected by hostilities – including those who have fled to other countries (see Budapest, Moscow and Republic of Moldova) – and will raise their needs and concerns confidentially with the pertinent parties, who will be urged to address these issues. In particular, the ICRC will reiterate to the parties the necessity of ensuring the protection of people who have been displaced by the fighting and of returnees, and their access to essential services; it will offer the authorities its support for doing so.

During its dialogue with the parties, the ICRC will also seek to further their understanding of its neutral, impartial and independent humanitarian action, and foster support for such action, with a view to ensuring its proximity to the people whom it seeks to assist and the safety of its own staff. With the agreement of both parties, and on strictly humanitarian grounds, the ICRC will act as a neutral intermediary in facilitating the safe passage of civilians and wounded or sick people to safer areas or to medical facilities (see also Wounded and sick); helping reunite families and transferring official documents across border; and recovering human remains and handing them over to the families concerned.

The ICRC will continue to support educational facilities in areas affected by hostilities. It will renovate schools damaged by the hostilities and give them the materials necessary for functioning safely. It will seek to disseminate key messages, among schoolchildren, on safe practices around mines/ERW. Some families will be given financial assistance for their children’s education.

Helping people to receive news of loved ones

The ICRC’s delegation in Ukraine will work closely with the Ukrainian Red Cross Society, ICRC delegations and National Societies in surrounding countries, and the Central Tracing Agency (CTA) bureau for the international armed conflict between the Russian Federation and Ukraine (see Central Tracing Agency bureau for the international armed conflict between the Russian Federation and Ukraine), in order to restore contact among members of dispersed families and enable people to get news of their loved ones, such as those held in connection with the international armed conflict (see People deprived of their freedom). The ICRC will carry out these services in accordance with applicable data-protection standards, and will urge the authorities, whenever possible, to ensure that domestic law recognizes the exclusively humanitarian purpose of handling personal data to reconnect members of dispersed families. The ICRC will help to reunite families and facilitate transfer of administrative, legal or other official documents, including across borders. It will pay particular attention to children, older people and physically disabled people, and help them rejoin their families.

The ICRC will seek to raise awareness of the issue of missing people and the plight of their families among the parties, and help build capacities among those involved in the search for missing people. It will help the national information bureau (NIB) in carrying out its tasks, particularly to communicate information about protected persons to the CTA bureau and to answer enquiries about those people. The ICRC will conduct round tables and other events in support of the NIB and other pertinent authorities’ efforts to coordinate their activities aimed at resolving missing-persons cases. The ICRC will continue to ensure that missing people’s families are kept abreast of developments in the search for their relatives, are aware of the services available to them, and continue to receive other information of pertinence. It will engage with missing people’s families, people separated from their families and others who may need its services, to develop a fuller understanding of their needs and to respond accordingly. The ICRC will also continue to help missing people’s families to meet their psychosocial, financial and other needs.

The ICRC will continue to help build forensic capacities in managing and identifying human remains, with a view to helping ascertain the fate of missing people. It will help in the recovery and repatriation of human remains and in handing them over to the families concerned. It will explain to the pertinent parties the necessity of upholding their obligations under IHL towards the dead, the missing and their families, and will incorporate key related messages on forensics in its IHL training sessions for military and police officers (see Actors of influence). It will also urge the authorities to strengthen legal and medico-legal frameworks, with a view to resolving more missing-persons cases and preventing disappearances.

Responding to the urgent needs of people affected by the international armed conflict

The ICRC, in partnership with the National Society whenever possible, will continue to help people meet their immediate needs and help them build their resilience to the effects of the hostilities, through the provision of cash and/or in-
kind assistance. Its provision of material aid will also aim to help families get through winter. The ICRC will also provide assistance for food production and for initiatives to help households preserve or increase their income and meet the various demands on their financial resources (e.g. household expenses, school fees, funeral costs, medical bills). It will continue to support orphanages, social institutions, and other public institutions serving people with specific vulnerabilities, and technical services (e.g. veterinary and agriculture departments).

People affected by hostilities will be able to obtain suitable medical attention – from primary health care to treatment for chronic or other illnesses, and referrals to pertinent service providers – at health facilities receiving comprehensive support from the ICRC. In partnership with the Ukrainian Red Cross, the Norwegian Red Cross, and/or the health authorities, the ICRC will support the use of mobile health units to ensure that communities – particularly those in areas where health services have been disrupted – can obtain suitable care free of charge, and establish a system to refer patients efficiently for suitable care. The ICRC will endeavour to address mental- health and psychosocial needs of missing people’s families, people formerly deprived of their freedom, communities near the front line, and others. To this end, it will continue to help community workers, National Society volunteers, and others become more capable of providing mental- health and psychosocial care. The ICRC will also help them preserve their own psychological and emotional well-being.

The ICRC will continue to increase its already extensive support for public utilities and local service providers, to increase access to clean water, electricity and other critical services. It will also continue to provide assistance for repairing houses damaged by the fighting, with a view to enabling people to be protected from the elements while also preserving their dignity. The ICRC will repair or upgrade public infrastructure, such as health-care centres, schools and medico-legal institutions; it will ensure that they are functioning and properly maintained. In particular, its infrastructural support for schools (e.g. installation of anti-blast film on windows) aims to help them continue conducting in-person classes more safely.

Risk-education activities conducted with the National Society or other local partners will seek to enable people living in or passing through weapon- contaminated areas to protect themselves more effectively from mines and ERW. These activities will be implemented digitally and in cooperation with community members. The ICRC will undertake activities related to economic security and/or health for mine victims. It will continue to build capacities among those involved in surveying, marking and clearing areas contaminated by mines and ERW and in dealing with chemical, biological, radiological and nuclear hazards. The ICRC will assist in the clearance of unexploded ordnance and help ensure that humanitarian activities are conducted safely for both people affected by hostilities and aid personnel. The ICRC will also seek to support the pertinent authorities in implementing IHL treaties on the use of weapons.

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**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- monitor the situation of people affected by hostilities – including IDPs and returnees – document their protection-related concerns and discuss them confidentially with the parties concerned; call on the parties to comply with IHL and other applicable norms, for instance, by ensuring the protection of people who are not or are no longer fighting
- stand ready to facilitate – as a neutral and impartial intermediary – the safe passage of civilians, in agreement with the parties and on strictly humanitarian grounds; remind the parties to ensure the protection of displaced people and returnees, and access to essential services, and give them support for doing so
- seek to provide assistance to civilians caught in hostilities, particularly the most vulnerable among them

**PROTECTION OF FAMILY LINKS**

- help address the psychosocial and economic needs of missing people’s families (see Economic security and Health below) and refer them to other organizations for legal or administrative assistance; support similar efforts by associations of missing people’s families

With the National Society
- offer family-links services – RCMs, phone calls and tracing – to people separated from their relatives; publicize these services among authorities, associations of missing people’s families, and people separated from their families – through dissemination sessions, leaflets, and other means
- at their request, help reunite separated families; organize the transport of unaccompanied minors, older people, people with disabilities and others
- help relay official documents between family members; provide travel documents or attestations of arrest or detention, at the request of the people concerned
- organize meetings, round tables and other events for/with the NIB and other authorities involved in managing information on people reported missing (or deprived of their freedom), and for/with those handling the management of human remains; help them coordinate their efforts to ascertain the fate and whereabouts of missing people
- provide the NIB with tools, equipment, technical guidance and other support, in coordination with the CTA bureau
- seek – from families of missing people and families separated by conflict – information on their needs and concerns, and learn what they think of the ICRC’s family-links services

**FORENSICS**

- provide technical support and organize training, workshops and/or other activities for authorities, first responders, and others involved in managing and identifying human remains or in developing legal and
provide medico-legal frameworks; sponsor them to attend related events in other countries and encourage them to coordinate their activities

explain to the parties to the conflict the importance of managing human remains properly, preventing disappearances, and upholding obligations under IHL towards the dead, the missing, and their families; incorporate elements of forensics in IHL training for military and police officers, and others (see Actors of influence)

meet with missing people’s families and their communities regularly and talk with them, to understand their needs more fully; organize information sessions for them on the process of managing and identifying human remains, and on the humanitarian services that are available to them

with the agreement of all parties concerned, act as a neutral intermediary in recovering and repatriating human remains and handing them over to the families concerned

where markets are functioning, enable up to about 110,558 households (331,675 people) – including those with missing family members – to preserve or supplement their income and cover their urgent expenses, by providing them with multipurpose or conditional cash grants, material support and/or vocational training

provide greenhouses, drip-irrigation equipment, water tanks or fodder, or cash to buy them, for up to about 3,150 households (9,450 people), in order to help improve or restart food production

With the National Society:

distribute food parcels and/or cash for buying food to up to 600,000 vulnerable residents and IDPs

donate hygiene kits, bedding, furniture, winter items and other essentials – or cash for buying these essentials – to up to 699,750 vulnerable residents and IDPs

provide material and financial support to social institutions (e.g. orphanages, retirement homes) and to veterinary and agricultural departments, and/or others providing technical services

health centres supported
89 structures

help up to 35 health centres in areas affected by hostilities, by providing them with medicine and other supplies, staff training and/or financial support; in particular, donate insulin for diabetic patients; refer patients needing specialized care to other service providers; brief health staff on key aspects of the Health Care in Danger initiative

stand ready to provide additional support to 40 other health centres during disease outbreaks, sudden displacement and other emergencies, or to support vaccination campaigns

with the National Society and local authorities, support the activation or maintenance of up to 14 mobile health units

train community workers, teachers, health-care providers, National Society volunteers and other first responders to provide mental-health and psychosocial support (to up to 850 people) and to practise stress management and self-care; provide such support directly to some of these people or refer them to other service providers

help organize individual or group counselling sessions and information sessions on mental health

maintain a hotline for people in emotional distress; give the National Society technical support for doing the same

water and habitat activities
7,590,000 people

provide public utilities and local service providers with material, financial, technical and infrastructural support to sustain their provision of clean water and other essential services for some 7,500,000 people

with the National Society, give up to 90,000 people financial or material assistance to repair homes damaged by the hostilities

renovate or construct essential facilities, such as schools, primary-health-care facilities and medico-legal institutions

share key messages on mines/ERW through printed and audiovisual materials, social media, or direct interaction with communities; train National Society volunteers and local mine-action teams to promote risk awareness and safe practices among people affected by weapon contamination; where possible, help disseminate key messages to students

provide safety briefings, equipment, training and/or technical support for local mine-action teams and others involved in surveying, marking and clearing weapon-contaminated areas, and/or dealing with chemical,
biological, radiological and nuclear hazards; train medical workers involved in these operations to manage blast-related injuries

- conduct mine/ERW surveys in areas where the ICRC plans to carry out infrastructural projects and other activities, in order to minimize risks for both civilians and humanitarian workers; refer victims of mines/ERW to health or physical rehabilitation facilities, or to the ICRC’s economic-security and health programmes, as appropriate

- provide technical guidance to the authorities in ensuring the implementation of IHL treaties regulating the use of weapons

SUPPORT FOR THE NATIONAL SOCIETY

- provide funding, expert guidance, material assistance and other support for National Society activities to restore family links, deliver emergency assistance (e.g. through mobile health units or first-aid activities in partnership with the Norwegian Red Cross) and livelihood support, and promote mine-risk awareness and safe practices

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: People deprived of their freedom are afforded treatment and living conditions that meet internationally recognized standards. They are able to communicate with their relatives and receive the medical care they need.

Visiting people deprived of their freedom

The ICRC will pursue its dialogue with the parties to the international armed conflict, to ensure full and unimpeded access to POWs, civilian internees and others in their custody. It will also engage the pertinent authorities in dialogue on access to security detainees and other detainees within its purview. The ICRC will conduct its visits to these people in line with its standard procedures and with its mandate under IHL. During such visits, it will monitor the treatment, living conditions and access to health care of people deprived of their freedom. Afterwards, the ICRC will discuss its findings and recommendations confidentially with the authorities, to ensure that people deprived of their freedom are treated in accordance with IHL and other applicable norms.

The ICRC will continue to call on the parties to ensure the protection of people deprived of their freedom and to respect their judicial safeguards and the principle of non-refoulement. It will also seek to discuss with them such matters as the release and repatriation – on humanitarian grounds – of the wounded, the sick and other POWs with specific needs. It will keep up its efforts to help prison authorities and staff to develop their capacities in prison management.

The ICRC will seek to ensure that POWs and others deprived of their freedom stay in touch with their families. It will continue to act as a neutral intermediary when the parties release, transfer or hand over POWs and civilian internees.

The ICRC will seek to provide families of people deprived of their freedom – especially those headed by older or disabled people – with support to increase their income and/or become more financially resilient. Similar support will also be made available to those who have been released from custody. The ICRC will refer these people and their families to mental-health programmes, as necessary.

Improving POWs’ access to basic services

The ICRC will help the pertinent authorities ensure that POWs and other people held in relation to the international armed conflict have adequate access to basic necessities and to health services of good quality. The ICRC will donate medical equipment and consumables to detention facilities, and guide prison staff in improving the documentation of medical information. Hygiene kits and other essentials will be distributed to detainees. The ICRC will continue to urge the pertinent authorities to undertake the infrastructural improvements necessary to ameliorate the living conditions of detainees. It will itself carry out projects to upgrade basic prison facilities, including projects to improve water–supply systems.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- through bilateral dialogue, written representations and other means, engage the authorities in dialogue to ensure full and unimpeded access to POWs, civilian internees and other people deprived of their freedom

- visit people deprived of their freedom in places to which the ICRC has been granted access, and monitor their treatment and living conditions; carry out these visits in accordance with the ICRC’s standard procedures and its mandate under IHL; in a confidential manner, share findings from the visits and recommendations to the officials concerned

- provide the pertinent authorities with training, digital modules and other means of building their capacities in prison management; sponsor their attendance at conferences and other events, on the same subject, in other countries

- help the families of POWs and other people deprived of their freedom, and of those newly released, to receive the support that they need; refer them to economic-security or mental–health programmes (see also Civilians and below)

- help families know the fate and whereabouts of their captured relatives and prevent disappearances (see Civilians); more specifically:
  - request clarification from the authorities on the fate and whereabouts of people alleged to have been captured; seek access to the people in question
  - during its visits, register POWs and civilian internees; transmit its list to the CTA bureau
Objective: Wounded and sick people receive appropriate medical and surgical care.

Ensuring the availability of timely medical care

The ICRC will continue to pursue various efforts to ensure a continuum of care for the wounded and the sick. It will work towards making life-saving care and physical rehabilitation, as well as essential medicine and blood services, accessible to everyone who needs them. The ICRC will continue to support the Ukrainian Red Cross Society’s first-aid programme, with a view to increasing the number of people capable of providing effective and timely first aid. The emergency medical system will be given the assistance necessary to ensure that the wounded or those facing medical emergencies can obtain basic and advanced life-saving treatment from skilled personnel in a timely manner. The ICRC will provide hospitals and blood banks – especially those unable to secure the necessary supplies – with material and other support. It will help ensure that hospitals have the resources needed to cope with sudden mass-casualty events. Facilities damaged or otherwise affected by the conflict will receive infrastructural upgrades. The ICRC will develop capacities among hospital staff.

Among the key facilities mentioned above is the Bakhmut hospital, at which the ICRC has been supporting the construction of an emergency department. The ICRC will continue to support this project, which will help the hospital provide emergency care in accordance with international guidelines for treating trauma patients. Staff will be given assistance to build their capacities. The ICRC will also seek to help disabled people obtain rehabilitative care and seek also to advance their social inclusion.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- remind the parties to the conflict to ensure respect for the rights of wounded and sick people and for those of medical services
- provide regular support to up to 25 hospitals and ad hoc support to another 60, including those admitting wounded people or situated near areas affected by hostilities; in particular, donate supplies and equipment, including those needed for treating wounds or preventing and controlling infections
- during emergencies, give some of these hospitals additional medical supplies or assign a mobile surgical team to them
- donate consumables and other supplies to up to five blood blanks
- help local emergency services to enable wounded or sick people to reach medical facilities in a timely manner
  - supply ambulance stations with equipment, drugs and other items; train their staff in emergency care
  - provide financial, material and technical support for the National Society’s emergency response teams
- organize workshops for health workers on basic and advanced life-saving care, triage, first aid for emotional trauma, mass-casualty management and reconstructive surgery
- give up to 500 wounded civilians cash for covering their medical expenses

**WATER AND HABITAT**

- repair or upgrade infrastructure at up to eight health facilities (e.g. hospitals, physical rehabilitation centres, mental–health facilities) that have been damaged or otherwise affected by the conflict
PHYSICAL REHABILITATION

Projects supported
28 projects

- Give material, technical and other support to up to 28 institutions serving people with physical disabilities.
  - Back the provision of rehabilitative services, including wheelchairs or mobility aids, to about 900 disabled people.
  - Enable up to 300 disabled people to take part in sports, higher education or vocational training.

- Reinforce the incorporation of physical rehabilitation in the continuum of care provided to patients at primary-health-care facilities, hospitals, and places holding people deprived of their freedom.

- Engage the pertinent authorities in dialogue on developing national standards for physical rehabilitation; support associations of physiotherapists in conducting training aimed at the professional development of their members.

ACTORS OF INFLUENCE

Objective: Political decision makers and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict and other situations of violence, and incorporate them in their decision-making. The media, NGOs and community leaders help foster awareness of humanitarian issues and IHL, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work and that of the Movement.

Raising awareness of humanitarian issues

The ICRC will continue to keep itself abreast of the needs of the communities it serves, inform them of its activities, collect their views and suggestions, and then adapt its response as necessary. It will continue running a community contact centre – consisting of a hotline, mobile messaging applications and other platforms – to facilitate two-way communication between the ICRC and the people whom it seeks to assist. People affected by the international armed conflict will be given potentially life-saving information on such matters as the threat of mines and ERW and the family-links services available to them. The ICRC’s public communication – through both traditional and social media – will aim to broaden public awareness of humanitarian issues in Ukraine, and to counter misinformation/disinformation about the ICRC’s principled humanitarian action. The Ukrainian Red Cross Society will be given support to reinforce its public communication.

Fostering respect for IHL and other applicable norms

The ICRC will expand its efforts to broaden knowledge and acceptance of its work, and of IHL and other applicable norms, among the authorities, government officials, weapon bearers, community leaders and other key actors in Ukraine. It will develop its dialogue on protection-related matters with the Ukrainian military (see Civilians). It will give the Ukrainian military and police support for integrating IHL and other pertinent norms, and international policing standards, into their training and operations.

Efforts to advance the ratification of IHL instruments, and the incorporation of key provisions of these instruments in domestic law, will be kept up. The national IHL committee, legislators, members of the judiciary, and other government officials will be given guidance in this regard. The ICRC will promote the implementation of existing legislation, such as laws concerning missing people and mine action (see Civilians). It will seek to develop local interest and expertise in IHL through various forms of interaction with academics and students. It will continue to give the National Society technical and other assistance for developing its ability to promote respect for IHL.

PLAN OF ACTION AND INDICATORS

- Conduct dialogue with the authorities, military officials and other stakeholders to advance their understanding and broaden acceptance among them for the mission and activities, and neutral, impartial and independent approach of the ICRC, the National Society and the wider Movement; organize round tables, briefings and other events for these actors on issues of common concern.

- Provide technical guidance and organize training for the military and the police, on integrating IHL and international policing standards into their operations and training, and for government officials and members of the national IHL committee, on ratifying IHL instruments or incorporating key provisions of these instruments in domestic law; enable representatives from the national IHL committee to attend regional forums.

- Produce and disseminate reference materials, in Ukrainian, on IHL; organize briefings, workshops, competitions and other events for political and community leaders, academics, students and others; if the situation permits, sponsor some of them to attend events in other countries.

- Produce content for traditional and social media on the humanitarian issues in Ukraine and the ICRC’s humanitarian response to them; coordinate with the National Society and other Movement partners on communication campaigns.

- Seek direct involvement with people affected by hostilities and collect their views on the ICRC’s activities, through ICRC hotlines and other means, integrated in a community contact centre.

SUPPORT FOR THE NATIONAL SOCIETY

- Give the National Society training, material support and other assistance for promoting IHL and the respect due to the emblems protected under it, and for improving its public communication.

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Ukrainian Red Cross Society has a strong legal basis for independent action and carries out its core activities effectively. Movement components in Ukraine coordinate their activities and implement them in a neutral, impartial and independent manner.

As the ICRC’s main partner in delivering humanitarian services, the Ukrainian Red Cross Society helps the ICRC to co-convene the Movement’s response to the needs of people affected by the international armed conflict (see Civilians). The ICRC will give the National Society comprehensive support to strengthen its ability to provide – in line with the Safer Access Framework – effective humanitarian assistance for people affected by armed conflict and other emergencies. The National Society will also be assisted to implement partnership agreements with other Movement components to ensure that the Movement is meeting as many needs as possible. The National Society, the ICRC, the International Federation and other members of the Movement present in Ukraine will continue to work closely together to mount an effective response to humanitarian needs, and broaden and increase the impact of the Movement’s collective response and its advocacy efforts.

PLAN OF ACTION AND INDICATORS

- as co-convener of the Movement’s efforts in Ukraine, together with the National Society: coordinate the efforts of Movement partners, while also giving priority to the National Society’s local knowledge, expertise and access; form partnerships with a number of different National Societies; and work in close coordination with the International Federation and other Movement partners in Ukraine
- work with the National Society to deliver emergency aid and help it to sustain its core services, such as home-based care and emergency response, through funding and material assistance
- provide the National Society with financial, material, technical and staffing support, in the short and medium term, for building its capacities in emergency response and in information and communications technology, financial management and organizational development
The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.

**NEAR AND MIDDLE EAST**

**BUDGET IN KCHF**

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<td><strong>TOTAL</strong></td>
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<td><strong>Of which: Overheads</strong></td>
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**PERSONNEL**

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**ASSISTANCE TARGETS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Type</th>
<th>People/Structure</th>
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<tr>
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<tr>
<td>Economic security</td>
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<tr>
<td>Food consumption</td>
<td>People</td>
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<tr>
<td>Food production</td>
<td>People</td>
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<tr>
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<td>Capacity-building</td>
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<td>Water and habitat</td>
<td>People</td>
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<td>Health</td>
<td>Structures</td>
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<tr>
<td>PEOPLE DEPRIVED OF THEIR FREEDOM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic security</td>
<td></td>
<td></td>
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<tr>
<td>Food consumption</td>
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<tr>
<td>WOUNDED AND SICK</td>
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<td>Structures</td>
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<td>Physical rehabilitation</td>
<td>Projects</td>
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<tr>
<td>Water and habitat</td>
<td>Structure</td>
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</table>

The ICRC uses various symbols to denote its delegations, regional delegations, and missions in the region.
The ICRC has been in Egypt, with some interruptions, since the beginning of the First World War. It works with the Egyptian Red Crescent Society and other health-care providers or institutions to help them boost their preparedness to address needs arising from situations of violence; as necessary, it provides aid to people fleeing violence abroad. Its regional legal advisory, communication and documentation centre works with the League of Arab States and other ICRC delegations to promote the incorporation of IHL in domestic legislation and in academic curricula, and its integration into military training, throughout the Arab world.

### Budget in KCHF

<table>
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<tr>
<td>Prevention</td>
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<tr>
<td>Cooperation with National Societies</td>
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<tr>
<td>General</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,138</strong></td>
</tr>
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**Of which:** Overheads 375

### Personnel

<table>
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<td>8</td>
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<tr>
<td>Resident staff</td>
<td>77</td>
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### Assistance Targets

#### Civilians

<table>
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<tr>
<th>Economic Security</th>
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<tr>
<td>Water and Habitat</td>
<td>Water and habitat activities</td>
<td>2,500 people</td>
</tr>
<tr>
<td>Health</td>
<td>Health centres supported</td>
<td>1 structure</td>
</tr>
</tbody>
</table>

#### Wounded and Sick

| Medical Care               | Hospitals supported | 1 structure  |

### Situation

Military operations against threats to national security, launched in 2018, are still in progress. Thousands of families affected by violence are still displaced, with comparatively little access to basic services and livelihood opportunities. Owing to security constraints and other reasons, volatile areas in North Sinai remain inaccessible to most humanitarian groups and international organizations.

Egypt continues to feel the effects of armed conflict and other situations of violence in neighbouring countries. Thousands of migrants, including asylum seekers and refugees, pass through Egypt on their way to Europe or stay in the country after their arrival. These migrants – including unaccompanied minors – are highly vulnerable to risks to their safety. Many of them also become separated from their families during their journey.

Egypt remains influential in the Middle East and Africa. Cairo, the capital, hosts the headquarters of the Arab Inter-Parliamentary Union and the League of Arab States (LAS).

### ICRC Action

**Gathering support for the ICRC’s humanitarian work and for IHL**

The ICRC will reinforce its efforts to secure acceptance for its mandate and activities among decision makers, weapon bearers, diplomats, key members of civil society and other influential actors in Egypt. Such acceptance is essential for the ICRC to be able to further promote IHL and the work of the Movement, and reach people in need, especially in areas made vulnerable by the violence.

The ICRC will continue to strive to be a source of reference for IHL and other applicable law among the actors mentioned above. It will continue to help military and security forces integrate provisions of IHL and international human rights law more fully into their doctrine, training and operations. Together with the national IHL committee, the ICRC will continue to urge accession to or ratification of IHL-related treaties and the enactment of laws protecting cultural property and the emblems protected under IHL. It will help lawmakers, members of religious circles, and academics to strengthen their grasp of the points of correspondence between Islamic law and IHL. It will also provide support for including IHL in university curricula.

The ICRC will endeavour to broaden awareness of IHL and related treaties among members of the LAS and other organizations, and will support them to advance the incorporation of IHL in decision-making and domestic legislation throughout the region. The ICRC’s regional communication centre in Cairo will continue to provide ICRC delegations in Arabic-speaking countries with support for promoting IHL and the work of the Movement.
Helping vulnerable people to rebuild their livelihoods
The ICRC will continue to work with other Movement components – particularly its main operational partner, the Egyptian Red Crescent Society – and other partners to respond to certain humanitarian needs in Egypt. It will expand its working relationship with other actors who have direct access to vulnerable communities, and help build the operational capacities of the National Society by helping them implement the Safer Access Framework in their activities, for instance. The ICRC will also strive to keep broadening its access to violence-affected people and involve them in finding sustainable solutions to their needs.

The ICRC will seek to provide support (e.g. cash grants, training) to up to 1,000 households (5,000 people) for starting businesses or other income-earning activities. In partnership with a local organization, the ICRC will help particularly vulnerable young refugees, including single mothers, to receive similar assistance (to benefit 500 people in all). Together with the National Society, the ICRC will stand ready to provide relief aid in the event of armed violence, particularly in North Sinai. The ICRC will also seek to ensure that up to 2,500 people in North Sinai have access to sanitation and adequate supplies of water and practice good hygiene.

Ensuring access to good-quality health care
In line with the Health Care in Danger initiative, the ICRC will continue to advocate – among authorities, health-care providers, and others – protection for people seeking or providing medical care. It will expand its efforts to strengthen the continuum of care and referral pathways for people in need of specialized health services. With the help of the National Society, the ICRC will seek to expand – among first-aiders and community members – capacities in life-saving care. It will also seek to support a primary-health-care centre and, when appropriate, provide emergency responders and the emergency department at one hospital with training, material and/or technical support to strengthen and ensure the sustainability of their services.

Helping family members reconnect
The ICRC will scale down its support for forensic services and shift its efforts towards bolstering its family-links services in line with Movement standards for data protection. It will continue to work closely with the National Society and other Movement partners in this regard. The ICRC will also continue to promote these services, and disseminate pertinent information, with a view to preventing family separation among violence-affected communities and helping members of families separated by armed conflict, detention and migration to reconnect (through RCMs, phone calls, and other means). Whenever possible, it will seek to help families get news of their missing relatives, and implement measures to improve the management of tracing-related information. In coordination with the pertinent authorities, it will help to repatriate migrants, including unaccompanied minors, and/or reunite them with their families. It will help convey documents – necessary for resettling in other countries – to migrants.

Discussing detention-related ICRC activities with the authorities
The ICRC will seek to discuss with the Egyptian authorities the protection-related concerns of detainees and the nature of its strictly humanitarian and confidential work, and offer its support to help align detainees’ treatment and living conditions with internationally recognized standards. It will strive to broaden its engagement with the authorities and other influential actors, and to explain its working methods and humanitarian objectives.
The ICRC has been in Kuwait since the 1990–1991 Gulf War. It focuses on humanitarian needs remaining from that war or arising from current armed conflicts and other situations of violence in the wider region. Its work includes activities for people deprived of their freedom and the promotion of IHL and its own role as a neutral, impartial and independent humanitarian organization among governments and other influential circles. Strengthening partnerships with the Red Crescent Societies of the region is another priority, along with resource mobilization and coordination with other actors.

**BUDGET IN KCHF**

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**PERSONNEL**

<table>
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<th>Number</th>
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<tr>
<td>Resident staff</td>
<td>64</td>
</tr>
</tbody>
</table>

**SITUATION**

The member states of the Gulf Cooperation Council (GCC) exert influence in matters related to armed conflict and humanitarian action in the Middle East and elsewhere. GCC governments and regional organizations – and local charities and other organizations in the countries covered – conduct or support humanitarian activities in the wider region.

A number of GCC countries have a significant military role in relation to conflict dynamics in the wider region. In particular, Bahrain and the United Arab Emirates (hereafter UAE) remain linked to the international military coalition led by Saudi Arabia in Yemen (see Yemen).

There is a significant number of migrants in GCC member states: people seeking work and people who have fled fighting in conflict-affected countries. In 2022, there was an increase in migrants passing through Saudi Arabia from the Horn of Africa compared to the previous year. Many civilians fleeing the situation in Afghanistan (see Afghanistan) have been transiting through the GCC countries as part of their journey.

The Tripartite Commission – set up by Kuwait, Iraq and former coalition states – and its Technical Sub-Committee continue to lead efforts to ascertain the fate of people missing in connection with the 1990–1991 Gulf War.

**ICRC ACTION**

**Broadening support for IHL and the ICRC’s work**

The ICRC will position itself as an effective humanitarian actor and key source of reference for IHL, humanitarian principles and policy in the GCC countries. The regional delegation will maintain a logistics base in Oman to support the ICRC’s activities for conflict-affected people in Yemen and other countries in the region.

Humanitarian diplomacy will remain a priority for the ICRC in the region; it will seek to engage influential stakeholders in various ways, with a view to raising awareness of humanitarian issues and reinforcing acceptance and support for the ICRC’s work. The ICRC will seek to cultivate dialogue on regional and global humanitarian issues relevant to GCC countries, such as resolving the cases of missing persons, the application of IHL and humanitarian principles, food security, climate change, water and energy. It will organize or participate in high-level meetings, round tables, workshops and other events throughout the region, to expand its network of contacts and discuss issues of common interest with the authorities, local charities, legal, academic and diplomatic circles, multilateral organizations and others. It will also expand engagement with armed forces and security forces in the region to promote respect for IHL and international human rights law, and to encourage the integration of IHL in their training and operations. It will continue to help national IHL committees, the authorities and other stakeholders to promote IHL and advance its implementation. Academics, academic institutions, and National Societies will be given support to disseminate information on IHL and stimulate interest in it.

The ICRC will maintain its dialogue on the conduct of hostilities with the international military coalition led by Saudi Arabia in Yemen, with a view to promoting compliance with IHL and advancing its integration in their operations. During this dialogue, the ICRC will draw attention to the multidimensional humanitarian consequences of the conflict in Yemen, in relation to civilian populations and infrastructure. The ICRC will also discuss the legal and policy aspects of support relationships in connection with armed conflict. In Saudi Arabia and other GCC countries, the ICRC will focus its dialogue on the rights of migrants and the detention conditions of people held in relation to conflict (see below).
Monitoring the treatment and living conditions of detainees

The ICRC will continue to prioritize activities for detainees in Bahrain and in Saudi Arabia, particularly in relation to those detained in connection with the conflict in Yemen. The aim of these visits, which will be carried out in accordance with standard ICRC procedures, is to assess whether detainees’ treatment and living conditions meet internationally recognized standards. The ICRC will stand ready to conduct – as a neutral intermediary – pre-departure interviews and assessments of family-links and health-related needs among detainees identified for release in connection with the conflict in Yemen. The ICRC will continue to evaluate its activities for detainees in Kuwait and Qatar.

Findings from the prison visits mentioned above will be discussed confidentially with the authorities concerned. In coordination with the interior ministry in Bahrain, the ICRC will organize workshops and other events for law enforcement agencies and government monitoring bodies to discuss international standards and practices for the early stages of detention and other related matters. Detaining authorities and penitentiary staff will be given technical guidance and/or other assistance to improve prison management.

For all places of detention visited, the ICRC will invest efforts in engaging the pertinent authorities in dialogue and providing support for quality health-care services, in consonance with medical ethics. It will help health officials and personnel involved in health-care provision in detention to strengthen their grasp of pertinent international standards.

Helping members of separated families to reconnect and ascertaining the fate of missing people

Members of families separated by armed conflict, detention, migration or other circumstances will be able to stay in touch through family-links services provided by GCC National Societies and the ICRC. The ICRC’s regional delegation to the GCC Countries will continue to work closely with other ICRC delegations, along the migration route through the Gulf countries and the Horn of Africa, to help minimize loss of family contact among migrants. The ICRC will offer to arrange family visits for people resettled in the region after being released from the US detention facility at the Guantanamo Bay Naval Station in Cuba. It will continue to give GCC National Societies support to strengthen their family-links services and to ensure that these services abide by data-protection standards.

The ICRC will continue to provide technical guidance and other support to mechanisms for ascertaining the fate of people missing in connection with the 1990–1991 Gulf War and supporting their families. It will support the parties concerned to agree on measures to improve the management of human remains and the process of identifying them. It will also assist in the development of medico-legal frameworks, forensic capacities and working procedures in the region, with a view to ensuring that human remains are recovered, documented, and managed with dignity, and in line with best forensic practices and internationally accepted standards for data protection. The ICRC will urge the pertinent stakeholders to ensure that the policies, procedures and practices necessary are in place to prevent the mismanagement or disappearance of human remains and to keep families informed of developments in the search for their missing relatives.

In coordination with the International Federation, the ICRC will strengthen its partnerships with GCC National Societies and give them various kinds of technical support, with a view to ensuring an effective humanitarian response within the region and elsewhere, in line with the Safer Access Framework.
The ICRC has been present in Iraq since the outbreak of the Iran–Iraq war in 1980. It engages the relevant parties in dialogue on the protection due to civilians, monitors detainees’ treatment and living conditions, offers family-links services and works to ascertain the fate of missing persons. It provides violence-affected IDPs, returnees and residents with emergency aid, and/or support to help them restore their livelihoods; supports physical rehabilitation, primary-health-care and hospital services; and repairs water, health and prison infrastructure. It seeks to promote compliance with IHL among weapon bearers and coordinates its work with the Iraqi Red Crescent Society.

Ninewa Governorate. To help people cope with the psychological effects of protracted conflict, the ICRC carries out group counselling sessions. Thanks to its efforts, the mental-health and psychosocial needs of these people are also better understood by their communities.

### Budget in KCHF

<table>
<thead>
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<td>Of which: Overheads</td>
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### Personnel

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<td>Mobile staff</td>
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</tr>
<tr>
<td>Resident staff</td>
<td>1,092</td>
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</table>

### Assistance Targets

#### Civilians

- **Economic Security**: Income support 47,580 people, Capacity-building 15 people
- **Water and Habitat**: Water and habitat activities 916,490 people
- **Health**: Health centres supported 7 structures

#### People Deprived of Their Freedom

- **Economic Security**: Living conditions 45,000 people
- **Water and Habitat**: Water and habitat activities 700 people

#### Wounded and Sick

- **Medical Care**: Hospitals supported 6 structures
- **Physical Rehabilitation**: Projects supported 15 projects
- **Water and Habitat**: Water and habitat activities 1 structure
The UNHCR estimates that since the end of large-scale operations against the Islamic State group in 2017, some 4.9 million people displaced by conflict within Iraq have returned home. However, roughly 1.2 million IDPs, mainly in northern, eastern and western Iraq, remain unable to do so because of the destruction and lack of acceptance by the communities that remained in their places of origin. Although security conditions have improved in certain areas, essential services and livelihood sources are comparatively inaccessible, partly owing to the extensive damage to basic infrastructure and arable land. The situation is compounded for IDPs and returnees who are stigmatized for their alleged involvement in the conflict, particularly in areas where ethnic and sectarian tensions persist. Moreover, many houses are in ruins or uninhabitable owing to the presence of mines and explosive remnants of war (ERW). Climate shocks have severe consequences for people’s health, livelihoods and access to clean water, forcing them from rural to urban areas.

Hundreds of thousands of people have been wounded, killed or displaced through the years in connection with successive armed conflict and other situations of violence. Numerous disappearances and instances of unlawful conduct during hostilities – sexual violence, recruitment of minors, and attacks on health services and civilian infrastructure – have also been reported. As a result, victims are often traumatized.

Tens of thousands of people, including children, have lost touch with relatives, including those missing in connection with ongoing or past conflicts. The families of the missing often need help to meet their mental-health, economic and other needs. The authorities struggle to manage the human remains that they recover.

First-aid, hospital and physical rehabilitation services remain largely inaccessible to most people who need them.

Impediments in the judicial system and their impact on judicial guarantees are a source of concern, mainly for people detained in connection with the conflict. Despite the authorities’ efforts to transfer inmates, many prisons are overcrowded. Living conditions in detention are dire: health care is inadequate and the needs of certain groups of detainees go unmet.

ICRC APPEALS 2023

SITUATION

- The security context in Iraq remains complicated and volatile. Tensions and clashes continue between government forces and various armed groups. Forces of the central government, including “popular mobilization units”, and forces of the government of the Iraqi Kurdistan region (IKR) – backed by an international coalition – sustain smaller-scale operations against remnants of the Islamic State group, who continue to carry out attacks sporadically.

- Protests and demonstrations over the deteriorating political and economic situation occur regularly in central and southern Iraq, and, increasingly, in the north – and have led to arrests. Relations among certain ethnic and sectarian groups remain tense and at times turn violent. Tensions persist along the borders with Iran and with Türkiye.

- The authorities in Iraq and the Syrian Arab Republic (hereafter Syria) have repatriated some Iraqis from north-eastern Syria; other Iraqis are also returning from there. Some 240,000 Syrian refugees are reportedly still in the IKR.

- After a year-long political impasse following the general elections, a new government was formed in October 2022.

HUMANITARIAN CONCERNS

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ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- remind the authorities and weapon bearers of the protection due to civilians under IHL and other applicable law; persuade these parties and other stakeholders to strengthen legal frameworks that address issues of humanitarian concern; foster acceptance among all actors for the ICRC’s mandate and activities;

- sustain a multidisciplinary response to protection-related concerns of people affected by the conflict and help them, particularly returnees and IDPs, become more resilient; help families to ascertain the fate of missing relatives and to improve their capacity to meet their own multifaceted needs;

- work to deliver a sustainable humanitarian impact on communities, notably by carrying out long-term and large-scale upgrades to essential infrastructure, especially water systems, with a view to also mitigating the consequences of climate change; whenever possible, undertake these projects with partners within the Movement and with other actors;

- continue to scale down some of its direct assistance given to primary-health-care centres and hospitals, and reinforce local capacities in provision of such support; make treatment for people with physical disabilities more sustainable and increase people’s access to mental health and psychosocial support;

- visit detainees and help the authorities to improve detainees’ treatment and living conditions, by tackling systemic issues in detention facilities such as access to health care and family contact;

- strengthen its relationship with the Iraqi Red Crescent Society and bolster the latter’s emergency response capacities, to deliver a more coordinated and coherent Movement response to humanitarian needs.

The ICRC will open an office in Nassiryah to support the operations of its sub-delegation in Najaf.
ICRC ACTION

CIVILIANS

Objective: Civilians are protected in accordance with IHL and other applicable law. They are able to meet their basic needs and access essential services and their livelihoods in safety. Members of families dispersed by armed conflict, displacement, arrest or detention restore contact. Families learn the fate of relatives missing in connection with ongoing and past conflicts; these families’ needs are addressed.

Promoting protection of civilians

The ICRC will bolster its dialogue with authorities at all levels, and with weapon bearers and religious, tribal, and community leaders. It will remind them of the protection granted to civilians and civilian infrastructure under IHL and other applicable law. It will also aim to foster support for its mandate and activities among all stakeholders, with a view to maintaining or securing safe access to conflict-affected people.

All the pertinent parties will be urged to facilitate safe access to essential services and humanitarian assistance; ensure the protection of civilians; show due regard, as required by law, for health services; and address the specific needs of violence-affected people, including victims-survivors of sexual violence.

The ICRC will discuss the rules and principles governing the use of force with armed forces or security forces personnel maintaining order during protests. It will draw the attention of the pertinent authorities to issues specifically of concern to IDPs and returnees. These issues include, in particular, poor living conditions and stigmatization against those with perceived affiliation to the Islamic State group, which make it difficult for them to secure the documents necessary to move freely and obtain essential services, including primary education for children. The ICRC will also draw pertinent parties’ attention to documented instances of people being prevented from returning, returned forcibly to their places of origin, or displaced repeatedly.

The ICRC will intensify its efforts to reach a fuller understanding of the situation – including the needs and priorities, and capacities of communities – and to involve conflict-affected people in planning and conducting its activities (see below).

Communities will continue to be informed about the humanitarian services available to them; the ICRC will also seek to better understand what community members think of its activities (see also Actors of influence) – for instance, through its community contact centre – and adapt them accordingly. It will help communities to devise effective means of self-protection, including against sexual violence.

Enabling people to reconnect or reunite with their relatives

The ICRC will continue to make its tracing and other family-links services widely available, so that more people – IDPs, returnees from north-eastern Syria and others – separated by conflict in Iraq and neighbouring countries, detention and other circumstances can restore and maintain contact with their relatives. Its community contact centre will continue to accept requests from people for news of missing relatives. Where appropriate, in coordination with the parties concerned, it will help people to obtain the documents they need to enable them to be repatriated or reunited with their relatives in other countries, or gain access to benefits and services. The ICRC will also seek to make the Movement’s family-links services more widely known among authorities, weapon bearers and other humanitarian organizations, with a view to increasing its referral network.

Supporting the authorities’ efforts to ascertain the fate of missing people

The ICRC will give the authorities expert guidance in addressing gaps in Iraq’s investigatory and medico-legal system, with a view to reinforcing capacities and processes, while continuing to promote interagency coordination. For instance, the ICRC will continue to advise the authorities on the legal framework of a national mechanism for ascertaining the fate of missing people and supporting their families. The ICRC will advocate, among these actors, for the necessity of taking certain measures: improving emergency forensic procedures for mass-casualty situations; creating a national registry of missing people and unidentified human remains; and resolving pending missing-persons cases, including those concerning Iraqi migrants.

The ICRC will urge the authorities to address the multifarious needs of separated families and the families of people missing in connection with past and ongoing conflicts. It will also urge them to comply with or strengthen current domestic legislation in this regard (see Actors of influence). The ICRC’s accompaniment projects will help missing people’s families deal with their situation, pursue livelihoods, learn more about the search process and their rights, and nurture supportive relationships among themselves. The ICRC will give these families direct assistance (see below) or refer them to service providers for legal and other support. It will continue to help strengthen capacities at local institutions involved in assisting missing people’s families.

The ICRC will, as a neutral intermediary, continue to back the process of clarifying the fate of people missing in connection with the 1980–1988 Iran–Iraq war, within the framework of the tripartite mechanism consisting of Iraq, the Islamic Republic of Iran, and the ICRC (see Islamic Republic of Iran); and the 1990–1991 Gulf War, through the ICRC–chaired Tripartite Commission and its Technical Sub-Committee (see Gulf Cooperation Council).

To help prevent disappearances, the ICRC will help medico-legal agencies of the central and IKR governments, security forces and first responders, and training institutions for forensic professionals to develop expertise in tracing and in searching for, recovering and managing human remains. It will maintain its support for the Al-Zubair centre in Basra, with a view to properly managing and identifying the thousands of human remains recovered, particularly of missing soldiers who fought in the above-mentioned wars, and informing families of their relatives’ fate.

Helping IDPs, returnees and residents to bolster their resilience to the effects of violence

The ICRC will work towards supporting state services, and when necessary, delivering protection and assistance to
vulnerable IDPs and returnees. It will do so in coordination with the Iraqi Red Crescent Society, local authorities and community members.

The ICRC will provide cash and other material assistance — to help them cover their basic living expenses and ease the strain on their income — for recent returnees directly affected by conflict and other people affected by violence, including those dealing with climate-related and other emergencies, and those with urgent economic needs linked to protection-related issues. It will give IDPs, returnees, residents, missing people’s families and people with physical disabilities support for restoring or strengthening their livelihoods, and cash grants for ensuring that their income is not entirely dissipated in paying for basic necessities. ICRC support will enable small businesses to employ more people and destitute young jobseekers to sharpen their skills and work on starting their own businesses. The ICRC will continue to help government institutions provide farmers and livestock owners the financial support they need.

By the end of 2023, the ICRC will phase out a multidisciplinary programme to support — in selected areas and mainly through cash — the sustainable and safe return of IDPs to their places of origin. The project aims to address the protection-related concerns of IDPs (see above) and help them mitigate the threat of mines/ERW (see below), and to develop initiatives to improve schools and other communal infrastructure. With a view to helping local markets to recover, the ICRC will also give returnees and IDPs living in sub-standard conditions the means to safely rebuild their homes, with the aid of small construction businesses and/or restore their livelihoods.

The ICRC will reinforce its support for public services to ensure uninterrupted provision of clean water, sanitation, health care, and the functioning of community centres and schools in violence-prone or underserved areas to which IDPs have returned or where it is helping returnees rebuild shelters. When upgrading facilities or providing technical support, it will employ approaches that support the recovery of livelihoods in conflict-affected communities and mitigate the consequences of climate change. In the Nineveh governorate, for instance — and particularly in Mosul and Tal Afar — where water infrastructure was neglected or destroyed during the conflict, the ICRC, together with relevant partners, will continue to repair water facilities and help strengthen local capacities in using water- and energy-saving practices to manage them.

The ICRC will continue to make curative and preventive health care — and at some facilities, referrals to secondary care — available to violence-affected people. Having shifted its focus to supporting strategically located centres serving victims of violence, the ICRC will hand over responsibility to the authorities, by mid-2023, for the remaining primary-health care centres it had supported in previous years. The ICRC will also maintain its support for National Society–run mobile clinics. It will help the health authorities to expand local capacities in reproductive health care and improve their emergency response. To that end, it will help them implement a mechanism to monitor disease outbreaks, and discuss with them, and with other organizations, gaps in health-care provision. Missing people’s families, people with disabilities and victims of violence, including victims/survivors of sexual violence, will have access to mental–health and psychosocial support from ICRC–trained community, health, social and other local workers or directly from the ICRC, including at its physical rehabilitation centre in Erbil (see Wounded and sick). The ICRC will also seek to work with academic and other institutions to improve local capacities in these areas.

In Mosul and other weapon-contaminated areas — including places where many IDPs have returned — the ICRC will broaden awareness of the threat of mines/ERW and promote safe practices. It will help the authorities to develop standards for assisting mine victims; maintain a referral system for them; and raise the public’s awareness of their plight. Where possible, it will help the Iraqi Red Crescent Society improve their capacity to implement community-based activities to lessen the impact of weapon contamination on affected communities.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- **document the protection-related concerns of civilians and alleged violations of IHL and/or other applicable norms during the conduct of hostilities and law enforcement operations; make oral and written representations to the parties concerned; in particular:**
  - remind parties to the conflict of their obligation to ensure protection for civilians and civilian infrastructure and safe access to humanitarian aid and basic services, including health care
  - urge authorities and weapon bearers to address issues of concern to IDPs and returnees, such as inadequate living conditions, obtention of required documents, and forcible returns to places of origin or denial of such returns
  - discuss international standards for law enforcement with security-forces personnel
- **organize workshops and other community-based activities with conflict-affected people, to identify — with them — threats to their safety and their coping mechanisms and to help them devise more effective means of self-protection**
- **convene a roundtable with the authorities on addressing the challenges faced by people with perceived affiliation to ISIS**
- **hold meetings, training sessions and workshops for authorities and weapon bearers (see Actors of influence)**
- **use the community contact centre, information sessions and digital channels to survey communities’ needs, inform them of the services available to them, and/or get their feedback on the ICRC’s activities**

**PROTECTING FAMILY LINKS**

- **provide family-links services, such as phone and video calls, RCMs and brief oral messages; issue emergency travel documents in coordination with other organizations, and attestations of detention to ex-POWs and other people deprived of their freedom**
collect tracing requests and allegations of arrest for follow-up with the authorities and other parties concerned; organize round tables and discussions with the authorities on preventing disappearances and clarifying the fate of missing people, strengthening coordination among themselves, and adopting measures to these ends under an accompaniment programme for missing people’s families:

- provide families with psychosocial and financial support; refer them to local service providers for legal and other assistance; train “accompaniers” and social workers within the community
- organize information sessions on their rights, the search process and related ICRC activities

provide expert advice at meetings of the two ICRC-chaired tripartite mechanisms; serve as a neutral intermediary in the handover and repatriation of human remains

**FORENSICS**

- provide medico-legal officials and other stakeholders, particularly in Mosul, with material support, training and expert advice for managing human remains and strengthening coordination among the agencies concerned
- engage forensic professionals, weapon bearers, first responders and/or religious leaders in dialogue on managing human remains in accordance with IHL/pertinent laws and cultural/religious practices; inform families concerned of their rights

**ECONOMIC SECURITY**

- provide financial assistance to up to 6,600 violence-affected people (1,100 households) dealing with climate-related and other emergencies, to help ease the strain on their income; give cash to up to 720 people (120 households) with urgent financial needs linked to protection-related issues
- augment the income of up to 39,840 people (6,640 households), including missing people’s families (1,440 people) and people with disabilities (1,200 people), through cash grants and other assistance for covering essential needs, and for:
  - buying seed, tools, livestock and anything else they might need for farming
  - pursuing vocational training or subsidizing payments to young people in apprenticeship programmes
  - starting small businesses and for business owners to employ more people
- as part of a multidisciplinary project, provide cash grants for 70 IDP and returnee households (420 people), including some of those rebuilding their homes (see below), for covering their essential needs; give some of them cash to also restore livelihoods and construction-related businesses

provide up to 15 personnel at government ministries and veterinary clinics with the training necessary

**WATER AND HABITAT**

- provide cash grants and technical support to 170 households (1,020 people) for rebuilding their homes
- renovate or construct water-supply systems, primary-health-care centres, physical rehabilitation centres, schools, and communal and other essential facilities serving up to 51,470 people; implement some of these projects with the National Society
- upgrade water-distribution systems for up to 864,000 people in Mosul and Tal Afar; train technicians and engineers and give them the tools and equipment necessary to employ water- and energy-saving practices to maintain water facilities
- make repairs at mortuary facilities and cemeteries to enable proper management of human remains

**HEALTH**

- provide material and technical assistance and training for up to four primary-health-care centres and three mobile clinics
- expand outreach to immunize more children against disease
- provide the authorities with technical support for re-establishing a health-monitoring system
- directly or by training local partners in the task, provide mental-health and psychosocial support for up to 340 people – in particular, victims of violence, including victims/survivors of sexual violence, relatives of missing people, and persons with disabilities

**WEAPON CONTAMINATION**

- together with the Iraqi Red Crescent Society, in areas containing mines/ERW, including places where the ICRC is supporting shelter-rebuilding efforts:
  - provide mine-risk education, reference materials and equipment, for the authorities and for civil-defence personnel involved in mine clearance; guide these actors in assisting mine victims and referring them for support
  - disseminate messages on safe practices or conduct information sessions in communities; adapt these for children

**SUPPORT FOR THE NATIONAL SOCIETY**

- give National Society personnel training and other support to strengthen their capacities in providing family-links services; broadening awareness of mine risks and safe
PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: Detainees are afforded living conditions and treatment, including respect for judicial guarantees, that comply with domestic and international law. They have contact with their families.

Monitoring detainees’ treatment and living conditions
The ICRC will visit detainees, particularly people held in connection with the conflict who have specific needs, such as women, minors and foreigners. It will aim to foster acceptance among the central and IKR authorities for its working procedures at places of detention, and will continue to seek access to all detainees within its purview. It will urge other authorities and stakeholders (see Actors of influence) to work more closely together to tackle the issues of humanitarian concern that have arisen in detention facilities.

After visiting detainees, the ICRC will communicate its findings confidentially to the central or IKR penitentiary authorities and urge them to improve detainees’ treatment and living conditions, particularly in these areas: respect for judicial guarantees, legal and procedural safeguards, and the principle of non-refoulement; family contact; and access to health care, including for people with physical disabilities. It will also urge the authorities to make recreational or educational activities available to detainees, including women and children. It will focus on helping prison staff expand their capacities in prison management and providing health care in detention.

The ICRC will strive to ensure that detainees can stay in touch with their relatives and in particular, that foreigners can notify their families or embassies of their arrest or detention. It will remind detaining authorities of the importance of re-establishing family links as soon as possible and help them to develop protocols for family visits, particularly for security detainees. With a view to preventing disappearances, the ICRC will urge the authorities to compile information on detainees’ whereabouts in a central registry; remind them of the importance of notifying families of the arrest or transfer of detainees; respect for judicial guarantees; and issues of concern to foreigners (e.g. family separation and non-refoulement).

Helping the authorities to improve detainees’ living conditions and access to health care
The ICRC will continue to help authorities make health care more readily available to detainees and make improvements throughout the prison health system, including its medico-legal services. It will maintain pilot projects to improve health-care provision at two prisons; the projects have been extended to 2023. It will help prison health staff develop their capacities and further their understanding of medical ethics; it will also urge them to abide by these ethics. It will give the authorities material and technical support for improving detainees’ access to curative, preventive and life-saving care; managing detainees’ medical records; and dealing with health emergencies.

The ICRC will help the authorities address the effects of overcrowding. To that end, it will help them improve living conditions in detention facilities, for instance, by providing essential items and upgrading infrastructure, and by building their capacities in prison design and management. It will also help the authorities to prevent the spread of communicable diseases, such as cholera, and to manage localized outbreaks when requested.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

- visit detainees and communicate findings confidentially to the authorities concerned
- bolster dialogue with the pertinent authorities on the ICRC’s working procedures
- arrange workshops for prison authorities and staff on implementing internationally recognized standards for detention, and for prison management and design, or provide technical support
- organize round tables for detaining, legal and judicial officials on such topics as: creating a central registry of detainees; respect for judicial guarantees; and issues of concern to foreigners (e.g. family separation and non-refoulement)

RESTORING FAMILY LINKS

- offer family-links services (e.g. RCMs and brief oral messages) to detainees; follow up allegations of arrest
- at the request of foreign detainees, notify their consular representatives and/or other international agencies of their situation; where appropriate, discuss their repatriation with the authorities or facilitate their voluntary repatriation after they are released
- through the ICRC’s tracing services (see Civilians), help authorities contact the families of dead detainees

HEALTH

- at certain places of detention, monitor the health of detainees; provide technical support, direct material support where appropriate, and training for prison staff in medical ethics and managing scabies and other health emergencies
- offer authorities expert advice for drafting strategies and policies for health care in detention – including in connection with data collection and reporting procedures – and disseminate TB guidelines in prisons
- implement pilot health projects with the penitentiary and health authorities at two of the prisons visited by ICRC health staff; more specifically:
  - provide medical and other supplies, and training for staff in health-care provision and management of epidemics
  - guide authorities in ensuring that new detainees undergo medical examinations, and that the confidentiality of
The ICRC will train weapon bearers and primary-health-care workers in first aid or pre-hospital emergency care to help ensure that timely medical assistance is available to people in violence-prone areas. It will promote closer coordination among all stakeholders – weapon bearers, police, health authorities, and the Iraqi Red Crescent Society and other Movement components – in managing mass-casualty situations and other emergencies, and in ensuring due regard for those delivering or receiving medical care.

At one hospital, the ICRC will maintain a pilot project to build emergency-room staff’s capacities in managing influxes of patients referred by first responders. It will support the referral of patients from certain ICRC-supported primary-health-care centres to hospitals for secondary care, especially from centres in remote or violence-prone areas. It will also stand ready to provide emergency support to other hospitals in the case of mass-casualty incidents. The ICRC will aim to expand discussions with other organizations in Iraq on providing structural support for the health authorities to assume full responsibility for the health system.

### Strengthening local capacities to make physical rehabilitation services more sustainable

The ICRC will continue to focus on supporting two state-run centres in Baghdad and Nassiryah, and in collaboration with IKR health authorities, continuing the provision of services at the Erbil centre. It will develop managerial capacities at the three centres and help them serve as sources of reference for physical rehabilitation, with a view to improving rehabilitative services throughout the country and ensuring their sustainability. All these centres benefit from the presence of full-time technical staff with links to ICRC-supported academic institutions at which physical rehabilitation is a subject of study. As per an agreement with the authorities in 2021, the ICRC will manage the state-run physical rehabilitation centre in Mosul – built by the ICRC in 2018 – for two years, to help improve the centre’s services. It will also continue to provide material support and staff training for a state-run centre in Fallujah, in the Iraqi province of Al Anbar.

ICRC expertise will be made available to these five centres for developing their staff’s clinical, technical and managerial capacities and for implementing quality-control measures. At the Erbil centre, the ICRC will help bolster capacities through specialized training. It will support the efforts of the physical rehabilitation committees of the central and IKR governments, and certain educational institutions, to ensure the long-term sustainability of these centres’ services. In particular, the ICRC will maintain its support for the Erbil Polytechnic University to run a prosthetics/orthotics degree programme – the first of its kind in Iraq. The ICRC will continue to facilitate access to treatment for people with disabilities – detainees, victims of mines/ERW, IDPs and refugees, among others – especially in remote areas, for whom obtaining the necessary care remains particularly difficult. It will also help Iraqi Red Crescent Society volunteers to provide and maintain assistive devices, such as wheelchairs, for people living in remote areas of Anbar and Ninewa.

Patients at the Erbil centre will continue to have access to psychosocial services; at other centres, the ICRC will refer patients in need to these services, provided directly by the ICRC or other local partners (see Civilians). The ICRC will continue to help advance the social inclusion of people with disabilities, for instance, through disability sports programmes; it will also help them and their families become more self-sufficient (see Civilians). Together with organizations for people with disabilities, it will advocate, among the authorities, the implementation of legal frameworks governing disability and inclusion.

### PLAN OF ACTION AND INDICATORS

#### MEDICAL CARE

- **Hospitals supported**
  - 6 structures

  - organize training in first aid or pre-hospital emergency care for weapon bearers, health workers and emergency responders; at these sessions, disseminate information on the Health Care in Danger initiative
  - train emergency responders and health workers in measures to de-escalate violence in health-care settings
under a pilot project at one hospital, arrange workshops for emergency-room staff on emergency preparedness and mass-casualty management

provide raw materials, equipment and on-site supervision and training for four state-run centres, including two reference centres, serving up to 14,000 people with disabilities

continue to manage the Erbil centre, for the benefit of some 4,500 people with disabilities; organize training for personnel at the Erbil centre and/or the health ministry in managing diabetic foot, advanced cases of clubfoot and spinal deformities; conduct train-the-trainer courses for IKR-based physical rehabilitation professionals

organize roundtables for health ministry authorities to develop a long-term strategy for the handover of the Erbil centre

cover the costs of transportation, accommodation, and/or food for selected patients at the five centres mentioned above

through outreach visits, provide physical rehabilitation services in remote areas

provide four government ministries and four universities with technical, financial and material support for improving training and instruction in physical rehabilitation; in particular, offer scholarships for students to study an ICRC-supported prosthetics/orthotics degree programme at the Erbil Polytechnic University

seek to advance the social inclusion of people with disabilities and help them build their resilience or ease their reintegration into society; more specifically:

- refer patients at centres managed or supported by the ICRC for livelihood or psychosocial support (see Civilians)
- give two organizations for people with disabilities technical and/or financial support to arrange disability sports training sessions and tournaments, and to lobby for their rights and conduct awareness-raising campaigns

SUPPORT FOR THE NATIONAL SOCIETY

give National Society volunteers the training, supplies and equipment necessary to prescribe and maintain assistive devices for people without access to state-provided services

ACTORS OF INFLUENCE

Objective: The central and IKR authorities, and all weapon bearers, understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. Community leaders, the media and other members of civil society help foster awareness of humanitarian issues and IHL among parties to the conflict and the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support the work of the Movement.

Fostering acceptance and respect for IHL

The ICRC will continue to seek to persuade commanders of central and IKR armed forces and security forces, including “popular mobilization units”, to take IHL, international human rights law and other pertinent norms into account in their decision-making and protocols. It will give them support for developing their ability to train personnel in these norms. In its interaction with the authorities at all levels, the ICRC will emphasize the following: the norms and standards for law enforcement, the conduct of hostilities, and detention – particularly with judicial, medico-legal and prison authorities; the necessity of preventing sexual violence and protecting the delivery of health services; and the issue of missing people.

The ICRC will deepen its engagement with communities, with a view to responding to their needs more effectively (see Civilians). Initiatives with academics, journalists and religious leaders and institutions will broaden awareness of the ICRC, IHL and various humanitarian issues, such as the necessity of ensuring impartial protection of civilians; the dangers to which health services are exposed; the plight of missing people’s families, IDPs and returnees; the importance of managing health services; and the issue of missing people.

The ICRC will continue to help the central and IKR authorities to understand the ICRC’s mandate and support the work of the Movement.

Encouraging the strengthening of IHL-related domestic legal frameworks

Security and political constraints notwithstanding, the ICRC will continue to help the central and IKR authorities to strengthen legal frameworks: to this end, it will give advice in implementing the provisions of IHL-related treaties and other international legal instruments, and incorporating them in domestic policy and practice. It will continue to share with the authorities the findings of its legal studies on key humanitarian issues, with a view to persuading them to adopt relevant international treaties. It will supplement these efforts by bolstering the capacities of the national IHL committee
and by promoting IHL, together with the committee, among the authorities.

The ICRC will continue to lobby members of parliament to formalize its legal status in Iraq, and gather support among other authorities to that end.

**PLAN OF ACTION AND INDICATORS**

- organize briefings and training courses for weapon bearers; give senior military and security forces officials expert advice for on integrating IHL and other applicable norms into their decision-making, training and protocols
- provide technical advice and training for the authorities and members of the national IHL committee; discuss such issues as new technologies in warfare and a national mechanism for missing people
- organize round tables, workshops and discussions – on key humanitarian issues and the ICRC’s work – for and with the authorities, religious scholars, academics and/or journalists; sponsor some of them to attend conferences
- launch awareness campaigns on social and other media; produce public-communication materials; launch media initiatives jointly with the Iraqi Red Crescent Society

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Iraqi Red Crescent Society has a strong legal basis for independent action. It is effective in assisting people affected by armed conflict or other violence, restoring family links, and promoting IHL and the Movement’s Fundamental Principles. The activities of all components of the Movement are coordinated.

The ICRC will seek to strengthen and safeguard its working relationship with the Iraqi Red Crescent Society. To help the National Society become a more capable first responder, the ICRC will continue to increase support for its activities and for joint initiatives, with a focus on first aid, pre-hospital care and emergency relief (see Civilians). Together with the International Federation, the ICRC will help the National Society build its organizational capacities and develop public-communication initiatives, and to carry out its activities safely and train health workers to protect themselves in line with the Safer Access Framework initiative.

The ICRC will endeavour – in coordination with other Movement components – to ensure a coherent approach to humanitarian action in the country, with a view to ensuring that humanitarian needs are addressed effectively.

**PLAN OF ACTION AND INDICATORS**

- organize workshops on the Safer Access Framework for the National Society; give it technical, material and financial support; implement joint projects with it and with other Movement partners, as per formal agreements
- coordinate regularly with Movement partners to ensure a coherent response to humanitarian needs
- sponsor National Society personnel to attend regional and international Movement events
The ICRC has been in the Islamic Republic of Iran, with some interruptions, since 1977. It seeks to clarify the fate of POWs registered during the Iran–Iraq war or identified through RCMs. It works in partnership with the Red Crescent Society of the Islamic Republic of Iran in the fields of tracing, physical rehabilitation, international relief efforts and IHL promotion, for which the national IHL committee is also an important partner. The ICRC supports mine-risk education and access to health care for Afghan migrants.

**ASSISTANCE TARGETS**

**CIVILIANS**

**HEALTH**

- Health centres supported: 2 structures

**WOUNDED AND SICK**

**PHYSICAL REHABILITATION**

- Projects supported: 3 projects

**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<td>General</td>
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<tr>
<td><strong>TOTAL</strong></td>
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</tr>
</tbody>
</table>

*Of which: Overheads 515*

**PERSONNEL**

- Mobile staff: 8
- Resident staff: 44
SITUATION

▶ The Islamic Republic of Iran is an influential actor in the region, including in countries experiencing armed conflict. It closely monitors the security and humanitarian situation in the region – particularly in Afghanistan, Iraq, Pakistan, the Syrian Arab Republic and Yemen.

▶ The situation in Afghanistan (see Afghanistan) has been driving large numbers of Afghans into the Islamic Republic of Iran. Around 4.5 million Afghan migrants are said to be in the country, many of them without regular status. Some migrants pass through the Islamic Republic of Iran on their way to Europe.

▶ Repercussions of the pandemic and the global rise in commodity prices, especially linked to the international armed conflict between the Russian Federation and Ukraine, continue to have an effect on the Iranian economy. The consequences of this, together with social and political tensions, give rise to protests that can turn into violent encounters between protesters and security forces.

▶ The country is also affected by the climate crisis: in some areas, the land has suffered further degradation; earthquakes, landslides and floods occur periodically.

HUMANITARIAN CONCERNS

▶ Many Afghans and other migrants living in or passing through the Islamic Republic of Iran are unable to contact relatives from whom they have become separated because of conflicts in the region, migration, detention or other circumstances.

▶ Thousands of families in the Islamic Republic of Iran still have no information on relatives missing in connection with the 1980–1988 Iran–Iraq war. People living in provinces bordering Iraq continue to be endangered by mines and explosive remnants of war (ERW).

▶ Because of their administrative status, many migrants – particularly large Afghan communities, such as those in the city of Mashhad – have little or no access to basic services, including health care. Afghans fleeing from or returning to their country risk injury or death from the mines/ERW along their route.

▶ Climate shocks displace people and damage infrastructure.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

▶ bolster its dialogue with the authorities, with a view to gathering support for its neutral, impartial and independent humanitarian action within the country and in the wider region; seek their advice and cooperation in addressing humanitarian issues in some of the countries in the region where the Islamic Republic of Iran is influential;

▶ support the authorities’ efforts to respond to humanitarian concerns in the country – by backing institutions concerned with health, humanitarian forensics and management of human remains, and mine-risk education; continue supporting the Iranian and Iraqi authorities in clarifying the fate of people still missing in connection with past conflicts;

▶ maintain support for the Red Crescent Society of the Islamic Republic of Iran and other local partners to provide health care and other services for vulnerable residents and migrants, notably, the large numbers of people who fled Afghanistan and are living in the Islamic Republic of Iran; and

▶ help the National Society bolster its capacities in emergency response, restoration of family links, mine-risk education, health care and public communication; provide additional support for the National Society, in the event that more migrants come into the country in large numbers.
Objective: Civilians are respected in accordance with applicable law and their basic needs met. Members of families dispersed by armed conflict, detention abroad, migration, or other circumstances restore or maintain contact and, when appropriate, are reunited. Families learn the fate of relatives missing in connection with the 1980–1988 Iran–Iraq war. People living in or passing through mine/ERW-contaminated areas know the risks to their safety and take the necessary precautions. The needs of missing people’s families and other vulnerable people – particularly migrants – are addressed.

The ICRC will endeavour to establish dialogue with authorities and others on the necessity of ensuring the protection of people made vulnerable by violence, migration, or other circumstances of humanitarian concern covered by IHL, international human rights law, and other pertinent norms. The ICRC will seek – via this dialogue – to advocate respect for these people’s rights and maintenance of their access to essential services and humanitarian aid. It will document protection-related concerns reported by these people and, where appropriate, communicate its findings confidentially with the authorities and security forces.

Reconnecting members of separated families

The ICRC will continue to make tracing, phone or video calls, RCMs and other family-links services available to Afghan and other migrants living in or passing through the Islamic Republic of Iran, and to others separated from their families – by armed conflict, detention in other countries (e.g. those detained in the US detention facility at the Guantanamo Bay Naval Station in Cuba) or other circumstances. The ICRC will strive to develop the ability of the Red Crescent Society of the Islamic Republic of Iran to provide family-links services, including in emergencies such as large influxes of migrants. When feasible and appropriate, the ICRC – working as a neutral intermediary – will help reunite minors and other at-risk persons with their families. It will also issue the documents necessary to enable people, on strictly humanitarian grounds, to travel and reunite with their families, or facilitate access to pertinent consular services.

The ICRC will continue to engage the Iranian authorities in dialogue on the necessity of ascertaining the fate of missing people and addressing the needs of their families; preventing disappearances; and ensuring the dignified management of human remains at all times, including during natural disasters or other emergencies. It will also strive to broaden awareness of these issues among stakeholders and the general public. The ICRC will seek to bolster the efforts it has already undertaken to help address the plight of people with missing relatives. To that end, it will work with other Movement components to establish and formalize coordination strategies, particularly with regard to searching for people missing along common migration routes, to Europe and elsewhere. The ICRC will make its expertise available to local forensic institutions such as the Legal Medicine Organization, and first responders, to help them manage human remains properly at all times.

Supporting health services for Afghan migrants and others at risk

Together with the National Society, the ICRC will continue to assist two local NGOs – Pars Development Activists (PDA) and the Society for Recovery Support (SRS) – in providing health-care-related services to Afghan migrants and other vulnerable people, such as victims of violence, including victims/survivors of sexual violence, and disabled people. The ICRC will help them create health facilities – an SRS–run clinic in Mashhad, for example – and enable them to deliver quality preventive and curative care, and mental health and psychosocial support; it will also help them refer patients for specialized care. It will give them comprehensive support to that end, particularly for ensuring that staff and facilities meet the pertinent international standards. The ICRC will broaden awareness of its mental-health programmes among migrants in the Razavi Khorasan province; it will also help them become more alert to the state of their mental health.

Supporting efforts to mitigate the threat of mines/ERW

The ICRC will continue to help the Iranian Mine Action Centre (IRMAC) fulfil its role as the central coordinator of mine-clearance and related activities in the country. Together with IRMAC and the National Society, the ICRC will endeavour to broaden public awareness of the hazardousness of mines/ERW and promote safe practices around them. It will make its expertise available to IRMAC, and help IRMAC personnel develop their capacities through training and other assistance. The ICRC will also help the National Society strengthen its capacities in mine-risk education and supporting mine-clearance activities – for instance, by assisting National Society personnel to develop their ability to collect and manage data on weapon contamination and mine/ERW-related incidents and casualties, and consolidating this information with that acquired by IRMAC.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

seek to establish dialogue with authorities and other relevant stakeholders to discuss the protection for violence-affected people, including migrants, required by IHL and other applicable norms

PROTECTION OF FAMILY LINKS

provide family-links services – tracing, phone or video calls, and/or RCMs – for people separated from their families; deliver food parcels, from their families in Iran, to detainees at the Guantanamo Bay detention facility
when feasible and appropriate, help at-risk migrants, such as unaccompanied minors and separated children, to rejoin their families in other countries; cover exit-visa fees for some of these migrants

- notify the authorities of the imprisonment of Iranian nationals in other countries; at the request of foreign detainees, inform their embassies or consulates of their detention; issue attestations of detention to Iraqi and Iranian ex-POWs

- provide the National Society with material and technical assistance (e.g. to improve protection of personal data), and training to develop its ability to provide family links services; for instance:
  - organize family-links workshops for them; incorporate matters related to emergency response in these workshops
  - give them the supplies necessary to provide family-links services during emergencies

- engage the Iranian authorities in dialogue on ascertaining the fate of missing people, addressing their families’ needs, and preventing disappearances; in addition:
  - organize meetings, round tables and other events with them to discuss the plight of missing people’s families
  - meet with other Movement components to develop a strategy for coordinating efforts to tackle the issue of people missing along migration routes

- convene and chair meetings of the Iranian and Iraqi authorities within the framework of the tripartite committee; provide expert advice for the committee and authorities within the framework of the tripartite committee; provide expert advice for the committee and authorities within the framework of the tripartite

- facilitate access to good-quality preventive, curative and other health care services at two ICRC-supported health facilities, for vulnerable residents and migrants; more specifically, provide technical, material or other assistance to:
  - ensure that staff are well-trained and facilities well-equipped
  - enable referrals to specialized or advanced care

endeavour to address the mental-health needs of patients at two health facilities (see above); conduct sessions to raise awareness of the importance of sound mental health among communities in Razavi Khorasan

WEAPON CONTAMINATION

- give IRMAC material and technical support for its activities in connection with mine-risk education – such as developing informational materials on the hazardousness of mines/ERW – and for its mine-clearance operations; organize training for its staff – including train-the-trainer courses – in treating blast injuries and in safe practices around mines/ERW

- give IMRAM material and technical support for its activities in connection with mine-risk education – such as developing informational materials on the hazardousness of mines/ERW – and for its mine-clearance operations; organize training for its staff – including train-the-trainer courses – in treating blast injuries and in safe practices around mines/ERW

SUPPORT FOR THE NATIONAL SOCIETY

- give the National Society training and technical, financial and/or material support to develop its ability to:
  - manage human remains, in line with internationally accepted data-protection standards
  - support mine-clearance activities and conduct activities that help reduce the risks in weapon-contaminated areas
  - provide mental-health and psychosocial support, including peer-to-peer support

WOUNDED AND SICK

Objective: Wounded and sick people receive appropriate and adequate medical care. People with disabilities have access to good-quality physical rehabilitation services.

Supporting the provision of health care and physical rehabilitation

To ensure that good-quality rehabilitative care is available to disabled people, including migrants, the ICRC will support physical rehabilitation centres run by the Red Crescent Society of the Islamic Republic of Iran in Mashhad, Tehran and Zahedan. As in the past, it will cover the costs of patients’ treatment and/or assistive devices. Its support for the centres will be directed mainly at ensuring uninterrupted and improved service delivery, and the presence or availability of well-trained and competent rehabilitation staff. The ICRC will help the centres meet the necessary standards for service provision. It will do so by providing supervision and technical expertise – especially to evaluate existing capacities and devise plans to build them up – and through constant collaboration with the centres’ management. The ICRC will promote the social inclusion of disabled people, paying particular attention to helping revive or strengthen the livelihoods of people in need of stable sources of income.
**PLAN OF ACTION AND INDICATORS**

**PHYSICAL REHABILITATION**

- Projects supported
  - 3 projects

Together with the National Society, facilitate access to physical rehabilitation services at three ICRC-supported rehabilitation centres for up to 200 people with physical disabilities; to that end:

- provide technical, material and financial support (e.g. coverage of salaries) to improve the provision of services
- help develop capacities among the physiotherapists and prosthetists/orthotists being trained at the centres
- cover transportation and accommodation costs for up to 40 disabled people

Enable some disabled people in one community of migrants to take part in vocational training.

**ACTORS OF INFLUENCE**

Objective: The authorities and the armed forces understand and respect IHL and other fundamental rules protecting people during armed conflict and other violence, and integrate them into their decision-making. Religious leaders and institutions, universities, research centres and the media help foster awareness of humanitarian issues and IHL, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work.

Cultivating support for IHL and humanitarian action

The ICRC will seek to develop its dialogue with the Iranian authorities, in order to broaden their awareness of IHL; humanitarian issues such as migration, notably in the event of large influxes of migrants from Afghanistan, and the plight of missing people’s families; and the ICRC’s mandate and activities, especially in connection with ongoing armed conflicts in the region. It will seek opportunities to help armed forces personnel strengthen their grasp of IHL, and will work with them to disseminate IHL principles among military officers through workshops and other events. It will expand its contact with media organizations, with a view to fostering accurate coverage of humanitarian issues and the ICRC’s work. It will also continue to brief journalists regularly and give them news of developments in humanitarian work.

Together with the Red Crescent Society of the Islamic Republic of Iran, the ICRC will support the efforts of the SRS, the PDA and other local partners to incorporate community-engagement principles more extensively in their programmes. The aim is to understand communities’ needs more fully, learn what they think of the ICRC’s activities for them, and involve them in designing and carrying out those activities. The ICRC will also help the National Society to disseminate information about humanitarian principles and the Movement: it will coordinate communication strategies on key issues with them and develop their ability to conduct communication campaigns and other forms of public communication.

The ICRC will continue to explore possibilities for resuming its dialogue with religious scholars and clerics on the points of correspondence between Islamic jurisprudence and IHL.

**Encouraging the domestic implementation of IHL**

The ICRC will maintain its support for the national IHL committee, which is chaired by the National Society. It will seek to advance the incorporation of key IHL provisions in domestic legislation and to gather support for this among members of parliament and the judiciary, and other authorities. It will continue to urge the inclusion of IHL in academic curricula.

**PLAN OF ACTION AND INDICATORS**

- maintain engagement with the authorities, armed forces, Islamic scholars, think tanks, journalists and others, with a view to helping them understand and accept IHL and the ICRC’s activities; more specifically:
  - conduct or help organize dissemination sessions, workshops and other events on humanitarian issues and other related matters
  - sponsor several of them – particularly, military officers – to attend IHL-related events within the country or elsewhere, including an advanced IHL seminar for senior military personnel held outside the Islamic Republic of Iran
  - provide updates on ICRC operations through digital campaigns, social media, news releases and other means

With the National Society:

- provide the national IHL committee with expert advice for broadening awareness of IHL among the authorities and pertinent parties, with a view to advancing its domestic implementation
- conduct workshops on community engagement for local partners and help them to disseminate useful information in communities – on measures against COVID-19, for instance
- carry out communication campaigns, for instance, on pressing humanitarian issues; train and equip National Society staff, through workshops and expert guidance, to disseminate information regarding humanitarian services available for vulnerable people

1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Red Crescent Society of the Islamic Republic of Iran has a strong legal basis for independent action. It is able to carry out its core activities effectively. The activities of all components of the Movement are coordinated.

The National Society is the main domestic humanitarian organization and maintains an extensive presence throughout the country. The ICRC will sustain its partnership with the National Society. It will encourage the National Society’s organizational development and support its activities, particularly in these areas: emergency response; restoration of family links, mine-risk education, health care and public communication. It will also help National Society personnel to work more safely.

The ICRC will continue to strengthen coordination among Movement components, in order to deliver a unified and effective humanitarian response.

PLAN OF ACTION AND INDICATORS

- sustain the partnership with the National Society through close coordination in various humanitarian activities, and by giving it technical, financial and material support; in particular:
  - in the event of large influxes of migrants from Afghanistan, seek to help address these people’s needs (e.g. food, essential household items and vaccination)
  - ensure that staff fully understand the Safer Access Framework
- meet with other Movement components regularly to discuss humanitarian issues and plan joint activities
The ICRC has been present in Israel and the occupied territories since the 1967 Arab–Israeli war. It strives to ensure respect for IHL, in particular its provisions relating to the protection of civilians living under occupation. It monitors the treatment and living conditions of detainees held by the Israeli and Palestinian authorities and provides assistance to the Palestinian population, particularly during emergencies. As the lead agency for the Movement in this context, the ICRC coordinates the work of its Movement partners and supports the activities of Magen David Adom in Israel and the Palestine Red Crescent Society.

Each month, the ICRC organizes family visits through which Palestinians detained in Israel can spend some time with their relatives from all over the occupied territories. The relatives are transported via marked buses such as this one.

**Budget in KCHF**

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Of which: Overheads 3,355

**Personnel**

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<td>Mobile staff</td>
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<td>Resident staff</td>
<td>268</td>
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**Assistance Targets**

**Civilians**

**Economic Security**
- Food production 9,450 people
- Income support 1,610 people
- Living conditions 750 people
- Capacity-building 10 people

**Water and Habitat**
- Water and habitat activities 1,712,000 people

**Health**
- Health centres supported 3 structures

**Wounded and Sick**

**Medical Care**
- Hospitals supported 28 structures

**Physical Rehabilitation**
- Projects supported 6 projects

**Water and Habitat**
- Water and habitat activities 3 structures
SITUATION

- In the West Bank, including East-Jerusalem, Israeli occupation policies – some of which contravene IHL – continue to affect Palestinian lives and lead to violence between Israelis and Palestinians.
- Israel, Egypt and the de facto authorities continue to strictly regulate the movement of people and goods in and out of the Gaza Strip. Thousands of people are detained by Israeli and Palestinian authorities for reasons related to the conflict.
- The political climate and security conditions in Israel and the occupied territories remain in flux, owing to domestic issues, diplomatic developments, and the conflicting geopolitical interests of other states. The political deadlock between the Palestinian Authority and the Gaza de facto authorities continues. Moreover, tensions in the wider region sometimes lead to combat operations, carried out by both military forces and armed groups (see also Iraq; Islamic Republic of Iran; Lebanon and Syrian Arab Republic).

HUMANITARIAN CONCERNS

- Longstanding Israeli policies in the occupied West Bank, including East Jerusalem – in terms of restrictions on movement and access to land and livelihood, zoning and planning, settlement activity and destruction of property – are a chronic source of protection concerns and vulnerability for Palestinian communities living there. Recurrent violence between Israeli and Palestinian civilians, and between Israeli security forces and Palestinians, causes casualties and injuries, and contributes to a downward spiral of the overall security and humanitarian situation.
- Despite the escalation of hostilities from 5 to 7 August, a certain easing of the situation has been observed in Gaza in 2022. However, the overall closure – notably the restrictions of movements of people in and out of Gaza – continues to affect people’s daily lives and contributes to the deterioration of the delivery of essential services and the overall socio-economic situation. Renewed rounds of hostilities between Israeli forces and armed groups in Gaza in 2021 and 2022 further damaged public infrastructure and private property, deposited more explosive remnants of war (ERW), and traumatized communities still reeling from previous cycles of hostilities and violence even more.
- Palestinians do not have a reliable and adequate supply of water, electricity or other essential services. In Gaza in particular, the lack of adequate energy supply, successive rounds of hostilities and the closure affect the population’s physical and mental health, livelihoods, food security and access to essential services. People with disabilities and those suffering from psychological trauma struggle to obtain timely, adequate and uninterrupted care.
- In 2022, the number of arrests by Israeli security forces in the West Bank, including East Jerusalem, and the use of administrative detention reached levels higher than in the past few years. Families of most Palestinians detained by Israel cannot visit them without the ICRC’s involvement and assistance. Access to health care remains unreliable for people detained by the Palestinian Authority and the Hamas de facto authorities.
- Some Israeli and Palestinian families have had no news of their relatives who went missing, or have been unable to take possession of the remains of their deceased relatives.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- remind the Israeli authorities of their obligations under IHL, and step up efforts to persuade Israeli and Palestinian weapon bearers to respect IHL and other applicable norms, both in the conduct of hostilities and the use of force in law enforcement operations; work with key figures and communities to promote understanding and acceptance of IHL and the Movement;
- strengthen the resilience of essential-services systems and communities, notably their ability to anticipate, absorb, adapt to and recover from outbreaks of violence and other shocks that adversely affect the provision of energy, water, sanitation and health-care services, and food and economic security in the Gaza Strip; consolidate and step up the multidisciplinary response for communities affected by occupation policies and settler violence in the West Bank;
- visit detainees in accordance with its standard working procedures, persuade and support detaining authorities to ensure that the living conditions and treatment of detainees, including those under interrogation, are in line with applicable international law and standards;
- reconnect members of families separated by conflict, violence, detention or other circumstances; continue to facilitate and support monthly family visits for Palestinians detained in Israel; and
- continue to bolster Magen David Adom and the Palestine Red Crescent Society’s ability to respond to humanitarian needs during hostilities or other emergencies, and ensure the safety of their staff and volunteers.
ICRC ACTION

CIVILIANS

Objective: People living under occupation are treated in accordance with the applicable provisions of IHL. Civilians are not subjected to direct and indiscriminate attack; civilian infrastructure and property are respected in accordance with the law. People in the occupied Palestinian territory have access to essential services and means of livelihood; they live in safety. Members of separated families restore and maintain contact, meet regularly, or reunite. Families learn the fate of missing relatives, and take possession of their remains if they are dead.

Urging compliance with IHL and other applicable laws

The ICRC will reinforce its efforts to impress upon Israeli and Palestinian authorities and weapon bearers the necessity of complying with IHL and other applicable norms in the conduct of hostilities, use of force, occupation policies and access to health care in the occupied territories (see Wounded and sick). It will also remind them of the necessity of ascertaining the fate of missing people and of making sure that families can take possession of the remains of relatives who have died. The ICRC will continue to urge the Israeli authorities to ensure that:

- law enforcement operations are carried out in accordance with international policing standards, especially those pertaining to the use of force;
- in the occupied Palestinian territory, they safeguard civilians and their property, including from settler violence and unauthorized outposts in the West Bank; ease restrictions on movement and economic activity so that people have access to essential goods and services and livelihood opportunities; and review their policies on managing water, land and agricultural resources; and
- the situation of people in the Golan Heights complies with international law.

Besides its dialogue with the parties concerned, the ICRC, together with the Palestine Red Crescent Society, will work to alleviate the humanitarian consequences, for Palestinians, of occupation policies and the recurrent violence and other emergencies. It will, as a matter of priority, aim to help individual households, but also large communities, cope with their effects; it will work with one community to develop ways of reducing exposure to risks and reinforcing positive coping mechanisms. In cooperation with the National Society, it will continue to provide emergency aid to people who – owing to violence or occupation policies – have lost their homes or have other urgent needs.

Helping to strengthen essential services and communities’ resilience

Through its Gaza resilience programme, the ICRC, working with the Palestinian Red Crescent and other local partners and in coordination with other international actors, will seek to make improvements in the energy, water supply, sanitation, agriculture and health sectors, while directly assisting households that are the most economically insecure, in order to help them make more resilient to recurrent violence and other shocks in Gaza. In particular, the ICRC will support local service providers in maintaining, repairing or upgrading electrical, water and sanitation systems that serve households and the wider community, with a view to enhancing public health and people’s ability to pursue livelihoods. As chronic power and fuel shortages endanger the provision of essential services, it will specifically seek to build capacities among these service providers to ensure that their systems are prepared for and can withstand the effects of recurrent shocks. During emergencies, the ICRC will provide primary-health-care centres with drugs and other scarce supplies.

In Gaza and the West Bank, the ICRC will continue to support innovative, environment-friendly and climate-smart local efforts – that make the best use of the limited land, water and other resources available – to provide tailored assistance to help people and communities develop sustainable livelihoods. Priority will be given to persons with disabilities, unemployed youth, households headed by women or those that have lost their main breadwinners. In Gaza, the ICRC will bolster the ability of farmers to safely cultivate their land and maintain the viability of their crops, and fishermen to improve their catches. In the West Bank, farmers and herders will be supported to increase their yields and maintain a continuous presence on their farmland and in traditional grazing areas. Breadwinners impacted by occupation policies will be assisted in pursuing livelihoods.

The ICRC will help mitigate the threat of mines and ERW to Gazan schoolchildren, farmers, and communities; to that end, it will continue to explain risks and safe practices to them in partnership with the Palestinian Red Crescent Society, and will support pertinent actors in clearing the areas affected. Within the limits of its mandate, principles and working procedures, the ICRC will coordinate with other actors in the occupied territories to ensure complementarity and avoid duplication in implementing economic–security activities and in supporting essential services.

Enabling people to reconnect with their families

The Movement’s family-links services will remain available to all people who wish to restore or maintain contact or reunite with relatives separated from them by armed conflict, other situations of violence or detention. In coordination with the authorities, the ICRC will help people cross borders or demarcation lines to return to their countries of origin (e.g. those in Israeli-occupied Golan to cross into the Syrian Arab Republic) or to submit official documents necessary for academic, financial, medical or legal purposes.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- document IHL violations and other unlawful conduct; make oral or written representations to the parties concerned
- select one community in Gaza with which to work on reducing exposure to risks and reinforcing positive coping mechanisms
brief and discuss with Israeli and Palestinian weapon bearers on IHL and other norms applicable to the conduct of hostilities or the use of force in law enforcement operations (see Actors of influence)

PROTECTION OF FAMILY LINKS

offer family-links services for migrants, people living in the Israeli-occupied Golan, Lebanese nationals, and others

provide tracing services for missing people’s relatives; follow up on missing-persons cases with the pertinent authorities and other ICRC delegations

when security conditions permit and where possible, facilitate travel for humanitarian purposes between the occupied territories, or to Israel or elsewhere

at the request of people who need them, issue or facilitate the issuance of official documents

FORENSICS

explain to the pertinent officials the proper management, identification, and transfer of human remains; when requested, serve as a neutral intermediary in handing over remains to the families concerned

ECONOMIC SECURITY

<table>
<thead>
<tr>
<th>Food production</th>
<th>Income support</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,450 people</td>
<td>1,610 people</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Living conditions</th>
<th>Capacity-building</th>
</tr>
</thead>
<tbody>
<tr>
<td>750 people</td>
<td>10 people</td>
</tr>
</tbody>
</table>

EAST JERUSALEM, GAZA AND THE WEST BANK

help up to 322 households (1,610 people) increase their income through cash-for-work projects, cash grants to start small businesses, and/or vocational training

provide material aid – livestock and agricultural and fishing tools and supplies – and other assistance to food-producing households, seed banks and farmer’s cooperatives for the benefit of up to 1,890 households (9,450 people); train 260 people to instruct others in animal husbandry

together with the Palestinian Red Crescent, donate household essentials, or cash for purchasing them, to up to 750 people (150 households)

WATER AND HABITAT

for the benefit of up to 1,712,000 Gazans:

- provide local technicians with funding, training, and guidance for mapping, surveying, and maintaining public infrastructure and exploring innovative solutions to overcoming resource constraints and solutions such as the use of stormwater or treated wastewater for irrigation

- repair or upgrade 150 electrical, water and waste-management facilities, and stand ready to replenish their stock of fuel and spare parts

- help to make the electrical network more resilient and extensive by installing secondary lines to serve as backups in case the main lines are cut and by setting up a solar farm to help power a storm-water retention basin in Sheikh Radwan and provide more electricity to Gaza city

install solar panels at a water-pumping station in Hebron

HEALTH

GAZA

provide material and technical assistance to up to three primary-health-care centres; during emergencies, give them additional medical supplies and equipment

continue a study on the various hazards that may have long-term effects on the health of Gazans, from a public health perspective

WEAPON CONTAMINATION

GAZA

assess potentially weapon-contaminated areas; coordinate with local actors carrying out mine and ERW-clearance operations

With the Palestinian Red Crescent:

conduct risk-education sessions for about 20,000 schoolchildren and other community members and communication campaigns on mines and ERW

provide training and other forms of support to teams conducting mine and ERW-clearance operations and to first responders; donate a vehicle for transporting cleared ordnance

offer psychosocial care to people injured or otherwise affected by ERW-related incidents

SUPPORT FOR THE PALESTINIAN RED CRESCENT

provide training, funds and material aid for the National Society’s activities in emergency response, assistance for herders and farmers and income support, and mine-risk education

PEOPLE DEPRIVED OF THEIR FREEDOM

Objective: The treatment of people detained by the Israeli authorities complies with IHL and other relevant norms, and meets internationally recognized standards. People held by the Palestinian Authority and the de facto authorities in the Gaza Strip benefit from the protection afforded by applicable norms and internationally recognized standards, particularly with regard to their treatment and living conditions.
Urging Israeli and Palestinian authorities to improve their treatment of detainees

The ICRC will continue visiting detainees held in Israel and the occupied Palestinian territory, in accordance with its standard procedures. It will communicate its findings on detainees’ treatment and living conditions, as part of its confidential bilateral dialogue with relevant Israeli and Palestinian authorities.

In Israel, the ICRC will pay particular attention to the situation of people in administrative detention or long-term isolation, hunger strikers, minors and other particularly vulnerable detainees. The detaining authorities will be reminded to respect the principle of non-refoulement and procedural safeguards; ensure that legal assistance is available to detainees; and enable families to stay in touch with their detained relatives, especially minors.

In Gaza and the West Bank, the ICRC’s discussions with detaining, judicial and other officials will focus on the creation of mechanisms to ensure that the treatment of detainees and due regard for their judicial guarantees are in line with internationally recognized standards. The ICRC will also advise the Palestinian authorities in developing mechanisms for reporting misconduct.

The ICRC will maintain its efforts to help detainees stay in touch with their families. Acting as a neutral intermediary, it will continue to enable Palestinian detainees in Israel to receive at least one visit a month from their families residing in the occupied Palestinian territory. The ICRC will stand ready to support the Palestinian Authority in organizing a systematic second monthly family visit.

Helping the authorities to enhance detainees’ living conditions and access to essential services

The ICRC will assist Israeli and Palestinian penitentiary staff to improve and standardize quality health care, including mental-health support, for detainees and to abide by medical ethics while providing health care in detention. In Gaza and the West Bank, the ICRC will focus on guiding officials in making system-wide improvements to penitentiary services. For example, it will make recommendations to the authorities for drafting minimum standards for prison infrastructure and for training for health staff. Where of specific concern and need, assistance will be provided for infrastructural upgrades and hygiene and other items to improve detainees’ living conditions.

Health

provide Israeli and Palestinian detaining authorities with expert advice on strengthening prison staff’s understanding of and respect for medical ethics in detention

in Gaza and the West Bank, give prison health staff and government officials guidance in health-care provision; organize workshops on the subject for them or sponsor some of their representatives to attend similar events elsewhere (see Jordan)

Water and habitat

in Gaza and the West Bank:

• train or advise prison staff and managers in maintaining prison infrastructure
• provide material or small-scale infrastructural support, including cleaning items, in case of emergency

Wounded and sick

Objective: Wounded or sick people, particularly in the Gaza Strip, have access to adequate treatment, including physical rehabilitation. The Palestine Red Crescent Society’s emergency medical services respond to emergencies in East Jerusalem, the Gaza Strip and the West Bank.

In coordination with Israeli and Palestinian authorities and the two National Societies, the ICRC will help ensure people affected by violence and restrictions of movement on goods and people to safely obtain urgent or specialized medical care as per their needs.

In line with the Health Care in Danger initiative, and jointly with Magen David Adom and the Palestinian Red Crescent, the ICRC will continue to urge all parties concerned to protect people seeking and providing medical care. Within the limits of its mandate, principles and working modalities, the ICRC will also coordinate with other aid actors in the occupied territories to ensure complementarity, seek synergies and avoid duplication in supporting health-care services.

Helping to ensure the availability of life-saving and rehabilitative care in the Gaza Strip and elsewhere

The ICRC will continue to help strengthen the ability of health-care providers in Israel and the occupied territories to prepare for and respond to outbreaks of violence and public-health emergencies, and to remain resilient to crises.

In Gaza, the ICRC will continue to strengthen the fragile casualty care chain. It will do so by providing medical staff with specialized training, by making infrastructural repairs; and by delivering generator fuel to hospitals when necessary to ensure their uninterrupted functioning. The ICRC will continue to assist Palestinian Red Crescent and Gazan ambulance teams to deliver emergency medical services safely to victims of clashes or other emergencies. It will also launch an initiative to improve laboratory services, with a view to expanding diagnostic capacities in general and reducing anti-microbial resistance which has been exacerbated by the unnecessary prescription and consumption of antibiotics.

Plan of action and indicators

Protection of people deprived of their freedom

visit detainees and communicate findings and recommendations confidentially to the relevant authorities
organize family visits for Palestinians held in Israel; help their relatives in East Jerusalem, Gaza and the West Bank to obtain permits, and arrange transportation for them; distribute phone cards to detained foreigners
provide hygiene supplies, cleaning products, clothes, food, and recreational or educational items for up to 13,475 detainees in selected detention facilities in Israel and the occupied Palestinian territory

Protection

Assistance

Prevention

Cooperation

Protection and assistance
The ICRC will continue to support the provision of physical rehabilitation services in Gaza for persons with disabilities, including people with spinal-cord injuries and cerebral palsy. It will continue to urge local partners to help ensure the sustainability of such services and to advance the social inclusion of people with disabilities.

**Tending to the mental–health and psychosocial needs of patients and health-care providers**

The frequency of incidents of violence in or near the Gaza Strip that are emotionally distressing or traumatizing; the direness of socio–economic conditions: all these impact Gazans’ lives as they struggle to cope. The ICRC will therefore maintain its efforts to ensure that mental–health services and psychosocial support are available at selected health facilities and at community–based organizations. Persons with disabilities and other patients suffering emotional trauma will receive such assistance from ICRC–supported health personnel.

The ICRC will help both Israeli and Gazan health personnel to become more capable of providing psychosocial care to their colleagues working in high–stress environments.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- **Hospitals supported**
  - 28 structures

  - monitor and document the obstruction of medical services, and report instances of such misconduct to the parties concerned
  - organize courses in trauma management, mass–casualty care, war surgery and other specialized areas for medical staff from Gaza and Israel; in addition:
    - assign ICRC personnel to the Shifa Hospital – which receives many wounded people – to provide on–the–job training to staff; advise hospital management, and improve procedures for referrals and ambulance transfers
  - provide material aid, such as spare parts and medical supplies, and technical support to ambulance teams and to up to 27 hospitals in Gaza
  - give laboratories run by the Gazan de facto health ministry funding and expert advice for improving diagnostic and quality–control procedures
  - provide technical and financial support for health–care and other service providers in Gaza – including a physical rehabilitation centre and a sports institution (see below) – and health personnel at one hospital in Israel, all of whom offer mental–health and psychosocial support for people with disabilities and others suffering emotional trauma

- **Water and habitat activities**
  - 3 structures

  - provide the Artificial Limb and Polio Centre (ALPC) – the only fully functional centre in Gaza – and an organization serving children with disabilities with material, technical and/or infrastructural support for offering free physical rehabilitation services (e.g. provision of prostheses, wheelchairs and walking aids) available to up to 3,100 persons with disabilities; cover the transportation expenses incurred by patients to obtain these services
  - give ALPC management advice for developing and implementing a long–term fundraising strategy
  - organize training in physiotherapy standards and in treating amputees, diabetics, and people with clubfoot, for staff at the two ICRC–supported facilities, an association of physiotherapists, and the de facto health ministry; sponsor some of these people to attend specialized training elsewhere
  - provide technical and material support for two institutions organizing tournaments in wheelchair basketball and amputee football, and other sporting events for persons with disabilities, including women and children
  - hold meetings with pertinent actors on standardizing physical rehabilitation services

- **Support for the Palestinian Red Crescent**
  - provide financial and technical support for the Palestinian Red Crescent’s emergency medical services, notably for managing and dispatching ambulances; coordinate with relevant actors to ensure that National Society teams and ambulances have safe and unimpeded access to people needing urgent medical attention

- **Actors of influence**
  - Objective: Israeli and Palestinian decision–makers and weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict, and incorporate them in their decision–making and operations. Think tanks, religious leaders, academics and other influential actors help

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
foster awareness of humanitarian issues and IHL among all parties concerned and in the general public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work.

Cultivating support for IHL and other applicable laws

The ICRC will continue to urge the Israeli authorities to incorporate IHL and other pertinent norms in their legislation, policies, decision-making and operations. Its discussions with them will focus on addressing subjects related to ongoing practices and policies, and their humanitarian impact (see Civilians). The ICRC will contribute to broadening the public discourse in Israel on IHL and its pertinence to the Palestinian context, particularly the applicability of the Fourth Geneva Convention. It will also step up diplomatic efforts with members of the international community who can play a role in promoting respect for IHL and other relevant norms among Israeli officials.

The ICRC will support both National Societies’ efforts to bolster humanitarian concern.

The ICRC will continue to urge the Israeli authorities to incorporate IHL and other pertinent norms in their legislation, policies, decision-making and operations. Its discussions with them will focus on addressing subjects related to ongoing practices and policies, and their humanitarian impact (see Civilians). The ICRC will contribute to broadening the public discourse in Israel on IHL and its pertinence to the Palestinian context, particularly the applicability of the Fourth Geneva Convention. It will also step up diplomatic efforts with members of the international community who can play a role in promoting respect for IHL and other relevant norms among Israeli officials.

The ICRC will provide Palestinian authorities with expertise and support to advance implementation of IHL and IHL-related treaties and of domestic legislation protecting the red crescent emblem.

The ICRC will seek to strengthen understanding of and support for IHL among people who have influence over the authorities and weapon bearers. Universities and think tanks will be given support for conducting IHL-related research; students and scholars will be given the opportunity to participate in IHL competitions. Religious leaders will be trained on IHL, its relevance to the Palestinian context, and its points of correspondence with Islamic law.

Fostering support for the Movement’s work

The ICRC will draw attention to humanitarian issues – primarily those arising from occupation policies, conduct of hostilities and the use of force – and promote IHL and support for the Movement’s work in all its interactions with authorities, weapon bearers and members of civil society. It will also engage with community members and help them to learn more about the ICRC, particularly its commitment to the principle of neutrality; and the ICRC and Movement services available to them. It will continue to involve them in making decisions that affect them, for example, by strengthening channels through which they can contribute to needs assessments and program design and can communicate feedback, suggestions and complaints. Aided by social–media personalities, young people and journalists, the ICRC will seek to draw public attention to the situation in the occupied territories, highlighting issues of humanitarian concern.

The ICRC will support both National Societies’ efforts to bolster their acceptance and support for their work. It will also support the Palestinian Red Crescent’s efforts to gather support for the proper use of the red crescent emblem.

PLAN OF ACTION AND INDICATORS

engage with Israeli and Palestinian authorities and the international community to promote and ensure respect for IHL and other applicable international norms and standards in Israel and the occupied territories; arrange meetings and training sessions on IHL and/or international policing standards, and provide technical support, for Israeli and Palestinian weapon bearers, on IHL-related matters; sponsor senior officers to attend advanced ICRC global or regional workshops

engage with community and religious leaders, academics, and/or give them pertinent and useful advice on IHL-related and humanitarian matters; sponsor selected university students to participate in IHL-related competitions

further strengthen tools and mechanisms to ensure accountability to affected populations, by including them in needs assessment and program design, responding to enquiries, obtaining their feedback on the relevance, quality and impact of ICRC’s services, through social media and other digital means, the family visit hotline, and the community call centre in Gaza

with National Societies, produce informational materials for dissemination on IHL, the ICRC and the Movement’s work for the general public

RED CROSS AND RED CRESCENT MOVEMENT

Objective: Magen David Adom and the Palestine Red Crescent Society have the means and the expertise to implement the full range of activities associated with effective National Societies. The activities of all Movement components in Israel and the occupied territories are coordinated.

The ICRC will maintain its partnerships with Magen David Adom and the Palestinian Red Crescent and work jointly with them to assist people during hostilities, violence or natural disasters. It will support them to further strengthen their preparedness and response capacity to emergencies such as disasters or outbreaks of violence.

In particular, the ICRC will help both National Societies to build or strengthen their emergency medical service capacities and train their volunteers in applying the Safer Access Framework
to ensure their safety during hostilities and law enforcement operations. The ICRC will continue to facilitate communication between these National Societies and relevant authorities and weapon bearers, with a view to ensuring safe, efficient and unimpeded delivery of aid, particularly medical services, in their areas of operation (see also Actors of influence). It will support the Palestinian Red Crescent Society’s efforts to gather support for the proper use of the red crescent emblem, and raise funds to ensure the sustainability of its emergency medical services. Magen David Adom will be supported in its efforts to deliver aid in marginalized communities and to train community members in emergency medical services.

The ICRC will support both National Societies’ efforts to remain neutral, impartial and independent; track implementation of the pledges and resolutions made by them at statutory meetings of the Movement; and facilitate their participation in Movement operations and processes, including international assignments in support of Movement operations.

**PLAN OF ACTION AND INDICATORS**

- provide financial, technical and material support for the Palestinian Red Crescent and Magen David Adom
- help organize meetings between the two National Societies, and meetings for them with other Movement components and the authorities to strengthen support for their work
The ICRC, together with the Jordan National Red Crescent Society, continue to collect tracing requests and assist families in ascertaining the fate of relatives that have gone missing in relation to conflict or other circumstances.

The ICRC has been present in Jordan since the 1967 Arab–Israeli war. In cooperation with the Jordan National Red Crescent Society, the ICRC provides assistance to asylum seekers and refugees from neighbouring countries, and to vulnerable Jordanians as well. It visits detainees, monitoring their treatment and living conditions, and enables civilians, including refugees, and foreign detainees to restore contact with their family members. With the National Society, it promotes respect for IHL among the authorities, weapon bearers and other relevant actors. The delegation provides logistical support to ICRC relief operations in the region and beyond.

### BUDGET IN KCHF

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tr>
<td>Protection</td>
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<tr>
<td>Assistance</td>
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<td>Prevention</td>
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<td>Cooperation with National Societies</td>
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<tr>
<td>General</td>
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<td><strong>TOTAL</strong></td>
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**Of which:** Overheads 1,151

### PERSONNEL

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<td>Mobile staff</td>
<td>94</td>
</tr>
<tr>
<td>Resident staff</td>
<td>302</td>
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### ASSISTANCE TARGETS

#### CIVILIANS

- **ECONOMIC SECURITY**
  - Income support 1,350 people
  - Capacity-building 225 people

- **WATER AND HABITAT**
  - Water and habitat activities 100,600 people
SITUATION

- Jordan continues to deal with the consequences of armed conflict in the region, particularly the ongoing conflict in the Syrian Arab Republic (hereafter Syria); 1.36 million refugees are reportedly hosted in Jordan, with more than 760,000 people registered by the UNHCR. Most migrants live in host communities, and about 20% of the refugees registered by UNHCR are in camps.
- Since the reopening of the main border crossing between Jordan and Syria – exclusively for trade purposes – Jordan’s economy has been recovering slowly from the impact of the COVID-19 pandemic; however, unemployment rates remain high. Prices have gone up, and the Jordanian government has implemented measures to control this. This increase is due to recent supply-chain disruptions and fluctuations in the global market caused by various geopolitical issues, including the ripple effects of the international armed conflict between the Russian Federation and Ukraine.
- Security operations continue to be carried out against perceived threats to national security, particularly along the border with Syria; these sometimes escalate into violent confrontations.
- Socio-economic tensions give rise to isolated protests, which are sometimes responded to by government forces; these incidents have sometimes led to casualties and arrests.

HUMANITARIAN CONCERNS

- The resources of some communities hosting migrants, including refugees from Syria, remain under severe strain. These communities continue to deal with inadequate access to basic services such as water supply and health care. Because of scarce livelihood opportunities, they often find it difficult to make ends meet. Some refugee families are compelled to return to living in camps owing to the difficulties mentioned above.
- Many migrants, including refugees and asylum seekers, are unable to go back to their places of origin as conditions are not conducive for their return.
- Migrants, including refugees and asylum seekers, often lack the means to get in touch with relatives separated from them by conflict in other countries or detention. Families with missing relatives particularly struggle to cope with the uncertainty over the fate and whereabouts of their relatives, and need help to cover their economic, psychosocial and other needs.
- Jordan has a functioning health-care system, but local capacities in trauma care in some areas of the country might not be enough to ensure that wounded people are stabilized and treated promptly in the event of an emergency.
- The provision of health care in some places of detention is overwhelmed, owing to a lack of resources and other systemic issues.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- increase awareness, among the authorities and other actors in the region, of the needs of families with relatives missing in connection with the Syrian conflict, and seek to help these families ascertain the fate of their missing relatives and cope with their situation;
- document the protection-related concerns of refugees, and convey these to the parties concerned, underlining the importance of ensuring respect for the principle of non-refoulement, reinforce efforts to help build the resilience of refugees and people living in host communities;
- strengthen dialogue on humanitarian issues with authorities and other influential figures in the region, and cultivate understanding and support among them for principled humanitarian action; discuss, with the authorities, security forces and other weapon bearers, the international standards pertinent to their operations;
- monitor penitentiary authorities’ efforts to bring detainees’ treatment and living conditions, particularly access to health care, in line with internationally recognized standards; and
- help health-care providers in Jordan to strengthen their capacity to provide emergency trauma care and other medical services; and seek to support the authorities’ efforts to boost their emergency preparedness.

Jordan will remain a logistical hub for ICRC operations in the Middle East and beyond. Amman, the capital, will continue to host the main training centre for ICRC staff members working in the Middle East, the Balkans and the Caucasus. A regional affairs team, also based there, will provide expertise in key issues to delegations in the Middle East.
ICRC ACTION

CIVILIANS

Objective: People seeking refuge in Jordan from the armed conflict in Syria are protected in conformity with the provisions of applicable law, including the principle of non-refoulement. Members of families separated by conflict, detention or migration restore contact and/or remain in touch. Families receive information about the fate of missing relatives; they meet their basic needs, improve their living conditions, and can restore or sustain their livelihoods.

Addressing protection concerns for people in Jordan

In coordination with other humanitarian actors and ICRC delegations in the region, the delegation in Jordan will continue to document the protection-related concerns of refugees who have fled the conflict in Syria and communicate these concerns to the parties concerned. It will emphasize the importance of addressing issues related to the principle of non-refoulement; freedom of movement; and the right of conflict-affected people, including those living in camps, to obtain the assistance they need. It will urge the authorities to seek sustainable means for the safe return or resettlement of vulnerable refugees.

The ICRC will intensify its efforts to make more widely known, among the authorities and other relevant actors in the region, the issue of people who have gone missing – particularly in connection with the conflict in Syria – and the needs of missing people’s families. It will support regional efforts by Movement partners in this regard. The ICRC will also maintain its dialogue with the authorities and urge them to address the needs of missing people’s families, and to implement measures to prevent family separation and disappearances. It will continue to advocate the drafting of laws to enable missing people’s families to obtain government benefits, and administrative or other assistance.

The ICRC will continue to deepen its engagement with the authorities and others of influence, with a view to making humanitarian principles, IHL, and Movement activities more widely understood and accepted within Jordan and the region (see Actors of Influence). Where possible, ICRC activities will be carried out with the Jordan National Red Crescent Society, which will be given support to improve its family-links services and other capacities.

Bolstering resilience among refugees and missing people’s families

The ICRC will maintain the support necessary to ensure that refugees and those living in host communities – particularly including missing people’s families – have access to basic services and can meet their immediate needs. It will also provide these families with opportunities to expand or sustain their livelihoods, with a view to helping them work towards financial self-sufficiency.

Together with the National Society, the ICRC will continue to engage with missing people’s families to know more about their needs and concerns, and inform them of various forms of assistance and services available to them. An accompaniment programme, designed to provide comprehensive assistance to particularly vulnerable families, will be sustained. The ICRC will also enable missing people’s families to obtain mental-health and psychosocial support from ICRC-trained National Society staff and others. Members of these families who are ill and/or who require physical rehabilitation will be referred to ICRC-supported facilities and/or other organizations for treatment. Where appropriate, these families will be referred to other organizations or service providers for additional assistance.

The ICRC will continue to give the national water authorities and the water and irrigation ministry expert guidance to help ensure the availability of water, particularly in Mafraq and Irbid. To this end, it will support projects to repair existing infrastructure and help build local capacities in maintaining water facilities; it will employ environment-friendly and climate-smart approaches in this regard whenever possible. The ICRC will also partner with institutions to help farming households adopt innovative methods in irrigation and wastewater management. Where possible, it will engage with other humanitarian actors and advocate support for the authorities’ efforts to improve water services in Jordan.

Reconnecting members of families separated by conflict and other circumstances

Members of families separated by armed conflict, detention or migration – including people at the refugee camps in Azraq and al-Zaatari, and at the Emirati Jordanian Camp – will be able to reconnect through the Movement’s family-links services, provided in line with data-protection standards. The ICRC will seek to maintain its proximity to refugees, particularly those in camps and in host communities, and will provide them periodically with information about family-links and other services available to them.

Where appropriate, the ICRC will help families to reunite or to resettle in another country. When necessary, dispersed families will be assisted to obtain government and/or ICRC documents to establish their identity. At the UNHCR’s request, vulnerable migrants, including refugees, will be assisted to obtain travel documents for passing through Jordan and/or reuniting with their families.

The ICRC will continue to give the National Society training and support to develop its capacities in restoring family links, with a view to ensuring the continuity of these services during emergencies.

PLAN OF ACTION AND INDICATORS

PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW

- Document abuses and concerns reported by violence-affected people – particularly asylum seekers, refugees and other migrants – and discuss them with the parties concerned

PROTECTION OF FAMILY LINKS

- Discuss the needs of missing people’s families with authorities and others of influence, including at round tables and other events involving humanitarian actors in Jordan and elsewhere; advocate the development of
provide refugees and those living in host communities (1,350 people in all) with financial and other assistance to augment their income; more specifically:

- give particularly vulnerable families – including missing people’s families – cash assistance for a period of up to three months
- provide families interested in starting businesses or other income-earning activities with cash grants, training and other forms of support (help to obtain work permits, register their businesses, etc.)
- provide ad hoc cash assistance for families needing medical treatment; when necessary, refer them to other service providers for mental-health or other support (see below)
- train farming communities (225 people in all) to improve their capacities in carrying out water-efficient irrigation and agricultural techniques

**ECONOMIC SECURITY**

<table>
<thead>
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<tbody>
<tr>
<td>1,350 people</td>
<td>225 people</td>
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</table>

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** People detained/interned in Jordan are afforded treatment and living conditions that meet internationally recognized standards. Foreigners benefit from respect for the principle of **non-refoulement**. Detainees/internees are able to maintain family links.

**Monitoring the treatment and living conditions of detainees**

The ICRC will continue to visit people held by the General Intelligence Directorate or at correctional and rehabilitation centres. The aim of these visits, carried out in accordance with standard ICRC procedures, is to monitor detainees’ treatment and living conditions. Particular attention will be given to especially vulnerable detainees such as security detainees and migrants held in administrative detention. Whenever possible, the ICRC will also visit people in temporary detention and/or under interrogation. It will continue to seek access to all detainees within its purview.

Following its visits, the ICRC will discuss its findings confidentially with detaining authorities and offer them expert advice for improving detainees’ treatment and living conditions. It will give them such advice also for addressing any systemic issues that might exist, such as overcrowding. Issues linked to the treatment of migrants in administrative detention will be highlighted: the ICRC will seek to impress upon the authorities the necessity of facilitating migrants’ access to basic services and ensuring the availability of legal and financial assistance to them. Promoting and supporting measures to ensure respect for the principle of **non-refoulement**, and judicial guarantees for detainees, will remain a priority for the ICRC. It will continue to encourage the authorities to adopt alternative sentencing methods for detainees.

The ICRC’s family-links services will enable detainees to stay in touch with their families; whenever possible, the ICRC will help arrange family visits for detainees. It will also help foreign detainees to contact the UNHCR and/or their consular representatives if they wish to do so.

**Supporting efforts to improve the penitentiary health-care system**

The ICRC will maintain its support for the authorities’ efforts to ensure that good-quality health services are available to detainees. It will discuss, with penitentiary authorities and others, obstacles to ensuring suitable medical care for particularly vulnerable detainees: women, people with disabilities and the elderly. Where necessary, it will help
them to tackle these issues and refer detainees for physical rehabilitation, mental-health support and other health services. It will also continue to provide, through a working group with officials from the interior and health ministries, technical and material support for improving health services in places of detention.

The ICRC will also help the health ministry to improve its management of personnel. It will help develop capacities among prison health staff, with a view to helping ensure a sustainable supply of qualified personnel. Where needed, the ICRC will continue to help the authorities to implement measures against the spread of diseases (e.g. COVID-19) in places of detention.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**

- visit detainees in accordance with standard ICRC procedures and communicate findings and recommendations confidentially to the authorities
- discuss issues of concern with detaining and national authorities; organize information sessions and other events for them and for prison staff, on managing prisons and addressing the needs of detainees, for instance; enable some of them to attend training or other events on these subjects in Jordan or elsewhere
- in line with the principle of non-refoulement, alert the authorities to cases of foreign detainees/internees who fear violation of their fundamental rights if repatriated/ transferred to a third country
- meet with other pertinent actors and mobilize them to support detaining authorities in addressing the needs of particularly vulnerable detainees
- provide staff at one prison with support to establish hygiene committees

**RESTORING FAMILY LINKS**

- through RCMs and other family-links services, enable detainees/internees to restore contact with their families; arrange family visits for detainees whenever possible
- at the request of detained foreigners, let the UNHCR and/ or their consular representatives know of their status

**HEALTH**

- provide penitentiary authorities with guidance and other support for taking steps to improve particularly vulnerable detainees’ access to health-care services; help facilitate referrals for detainees needing urgent or specialized care
- give the national detention authorities and the health ministry support to improve health care at three places of detention; more specifically:
  - give them technical advice on various matters, such as implementing national health protocols and standard procedures for medical screening
  - train health staff in such areas as medical ethics, evaluating mental health, and making referrals

**WOUNDED AND SICK**

Objective: Wounded and sick people receive adequate first-aid and medical services.

**Reinforcing emergency health services**

The ICRC will continue to encourage the health ministry, the police and other stakeholders to adopt policies and standard operating procedures, or take other steps, to improve their preparedness for outbreaks of violence or other emergencies and work more closely together during such crises. During discussions with them, it will reiterate the necessity of allowing wounded and sick people to obtain safe and timely care at all times, including during emergencies. Messages about the protection due to medical personnel and patients will be incorporated in all training sessions organized and supported by the ICRC.

With a view to improving the quality and accessibility of life-saving care in Jordan, the ICRC will help paramedics from civil-defence bodies, personnel in facilities run by the health ministry, and others to strengthen their capacities in first aid and emergency trauma care. It will enable some of these personnel to teach others what they have learnt, to help ensure the sustainability of these services. Through ICRC briefings organized with the National Society, health-care providers will be able to familiarize themselves with techniques for defusing violent situations and with the Health Care in Danger initiative. The ICRC will stand ready to provide hospitals with additional support.

**Facilitating access to good-quality physical rehabilitation services**

The ICRC will scale down its activities in the field of physical rehabilitation, taking local capacities into account. It will conclude its support for the Al-Bashir Hospital and the University of Jordan and shift its efforts towards developing partnerships between Movement components and the health ministry in giving refugees and other vulnerable people access to good-quality physical rehabilitation services. The ICRC will also continue to help foster the social inclusion of disabled people by working with local organizations and other humanitarian actors, where possible.
**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**
- engage the health ministry and others in dialogue on ensuring, during emergencies, safe access to suitable care for the wounded or ailing; with the National Society, brief medical staff and others on the issues covered by the Health Care in Danger initiative; enable some of them to attend events about the initiative in Jordan or elsewhere
- make ICRC expertise available to authorities, particularly in emergency preparedness, which includes drafting protocols and contingency plans for emergencies
- organize basic training and train-the-trainer sessions – in pre-hospital emergency care and emergency trauma care – for health personnel, including paramedics, and others; with the National Society, train security forces personnel in first aid
- stand ready to provide hospitals with ad hoc support during emergencies

**PHYSICAL REHABILITATION**
- through meetings with the pertinent stakeholders, facilitate the development of partnerships between the health ministry, the National Society and other Movement partners in providing physical rehabilitation services to refugees and residents with disabilities
- in coordination with local organizations and/or other humanitarian actors, donate wheelchairs to people with disabilities and provide support for setting up and training wheelchair-basketball teams, in Mafraq, for instance

**ACTORS OF INFLUENCE**

**Objective:** National authorities and weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict or other situations of violence, and incorporate these in their decision-making.

The media, Islamic circles, academics and other influential parties help foster awareness of humanitarian issues, and IHL and other applicable norms, among all those concerned and in the general public. All actors understand and support the Movement’s work.

**Broadening awareness of and support for IHL and the Movement in Jordan and the wider region**

The ICRC will maintain its efforts to cultivate dialogue aimed at advancing understanding of IHL, and the Movement’s work in Jordan and elsewhere in the region, and broadening acceptance for both among authorities and others concerned.

Seminars, information sessions and other ICRC events will enable community leaders, members of local and international media, and others of influence to add to their knowledge of the ICRC and its activities. The ICRC will also strive to broaden public awareness of IHL and humanitarian issues, via online posts and other means.

In order to increase its proximity to people in need, and expand engagement with them, the ICRC will seek to establish a community contact centre. The centre will aim to broaden awareness among refugees and other victims of violence, including missing people’s families, of the Movement’s services – including the ICRC’s – that are available to them.

The ICRC will also seek to make the plight of these people more fully understood in organizations capable of assisting them. The ICRC will supplement these efforts with support for the Jordan National Red Crescent Society to develop its capacities in conducting its own public communication initiatives.

While the ICRC will seek to gradually decrease its direct support for the national IHL committee, it will continue to urge the committee and the authorities to advance legislation for the domestic implementation of IHL treaties. It will maintain its efforts to stimulate interest in IHL and humanitarian issues among university students and lecturers, by arranging various events to that end. It will also continue to develop local expertise in IHL – for instance, by helping to incorporate IHL in university curricula in Jordan, supporting academic scholarship, and enabling law students to compete in moot court competitions.

**Helping military and security forces to integrate IHL and other applicable norms into their operations**

Jordan is part of the coalition against the Islamic State group (see Iraq and Syrian Arab Republic). The Jordanian armed forces participate in international missions and secure Jordan’s borders with Iraq and Syria; they run their own IHL training programmes.

The ICRC will continue to give the armed forces expert guidance and other support to integrate IHL and other applicable norms into their doctrine, training and operations. It will provide – to troops bound for peacekeeping and other missions, for instance – briefings on IHL and on pertinent issues such as the plight of missing people’s families. The ICRC will seek to foster, through dialogue, respect for international policing standards among security forces and the gendarmerie: it will discuss issues concerning law enforcement and security operations with them. It will also enable senior military and police officials to participate in international workshops and other events on IHL and international policing standards, respectively.

**PLAN OF ACTION AND INDICATORS**

- give military officials expert advice and reference materials for integrating IHL into their training, doctrine and operations; enable some of them to participate in international workshops on IHL and other events
- conduct training sessions and workshops for security officials and the police on international law and internationally recognized standards applicable to their operations; enable them to attend seminars and other events on law enforcement in other countries; together with the authorities, organize a seminar on crisis management
- discuss the ICRC’s humanitarian approach and activities, and issues of humanitarian concern, with government officials, community leaders, members of the media and others of influence; organize briefings and other local and regional events for them, and for the general public, and carry out communication campaigns
establish a community contact centre, with a view to having discussions with refugees and other vulnerable people, and making information about humanitarian services available to them

sponsor university students to participate in moot court competitions; enable academics to attend regional round tables and seminars on IHL instruction

give the authorities technical support for implementing IHL, and guide the national IHL committee’s work

SUPPORT FOR THE NATIONAL SOCIETY

train National Society staff and volunteers in public communication; conduct information sessions for them on the Fundamental Principles and other related topics

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Jordan National Red Crescent Society has a strong legal basis for independent action. It is able to carry out its core activities effectively. The activities of all components of the Movement are coordinated.

Partnership with the National Society will be strengthened. The ICRC will also continue to help the National Society expand its operational capacities, particularly in conducting economic–security activities for missing people’s families, restoring family links (see Civilians), and promoting IHL and the Movement in Jordan and throughout the region (see Actors of Influence). The ICRC will assist the National Society to incorporate the Safer Access Framework in its activities and enable its staff and volunteers to do their work in safety.

The ICRC will seek to coordinate its activities more closely with those of its Movement partners, with a view to increasing the impact of the Movement’s humanitarian response in Jordan and throughout the region. The ICRC will also coordinate with Movement components to support the organizational development of the National Society, including first-aid projects.

PLAN OF ACTION AND INDICATORS

provide the National Society with technical, financial and other material support, and train staff and volunteers; meet regularly with Movement partners and other organizations to coordinate activities and align positions on issues of humanitarian concern
The ICRC has been present in Lebanon since the 1967 Arab–Israeli war. With the Lebanese Red Cross, it works to protect and assist civilians affected by armed conflict and other situations of violence. It facilitates access to water and provides medical care and other relief to refugees and residents wounded in Lebanon or in the neighbouring Syrian Arab Republic. It visits detainees; offers family-links services, notably to foreign detainees and refugees; works with those concerned to address the plight of the families of the missing; and promotes IHL compliance across Lebanon.

**ASSISTANCE TARGETS**

### CIVILIANS

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECONOMIC</strong></td>
<td></td>
</tr>
<tr>
<td>Food production</td>
<td>1,830 people</td>
</tr>
<tr>
<td>Income support</td>
<td>20,515 people</td>
</tr>
<tr>
<td><strong>SECURITY</strong></td>
<td></td>
</tr>
<tr>
<td>Living conditions</td>
<td>1,750 people</td>
</tr>
<tr>
<td><strong>WATER AND HABITAT</strong></td>
<td></td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>565,260 people</td>
</tr>
<tr>
<td><strong>HEALTH</strong></td>
<td></td>
</tr>
<tr>
<td>Health centres supported</td>
<td>11 structures</td>
</tr>
</tbody>
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### PEOPLE DEPRIVED OF THEIR FREEDOM

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WATER AND HABITAT</strong></td>
<td></td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>2,500 people</td>
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</table>

### WOUNDED AND SICK

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TARGETS</th>
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</thead>
<tbody>
<tr>
<td><strong>MEDICAL CARE</strong></td>
<td></td>
</tr>
<tr>
<td>Hospitals supported</td>
<td>25 structures</td>
</tr>
<tr>
<td><strong>PHYSICAL REHABILITATION</strong></td>
<td>8 projects</td>
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<tr>
<td><strong>WATER AND HABITAT</strong></td>
<td></td>
</tr>
<tr>
<td>Water and habitat activities</td>
<td>6 structures</td>
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**BUDGET IN KCHF**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>Protection</td>
<td>9,476</td>
</tr>
<tr>
<td>Assistance</td>
<td>35,680</td>
</tr>
<tr>
<td>Prevention</td>
<td>2,853</td>
</tr>
<tr>
<td>Cooperation with National Societies</td>
<td>3,373</td>
</tr>
<tr>
<td>General</td>
<td>440</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>51,822</strong></td>
</tr>
</tbody>
</table>

Of which: Overheads 3,163

**PERSONNEL**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>52</td>
</tr>
<tr>
<td>Resident staff</td>
<td>274</td>
</tr>
</tbody>
</table>
SITUATION

- Lebanon’s ongoing socio-economic downturn, compounded by geopolitical issues affecting the region, has disrupted the provision of public services. Civic and security institutions contend with hours-long power interruptions and protests from cash-strapped state employees. These conditions contribute to communal tensions and civil unrest.
- The country still grapples with the consequences of the armed conflict in the Syrian Arab Republic (hereafter Syria; see Syrian Arab Republic). UNHCR estimates that there are about 1.5 million Syrians in host communities or informal settlements in areas near the border with Syria – in Arsal and the Bekaa valley – and elsewhere.
- Palestinian refugees continue to live in 12 camps scattered throughout Lebanon; most of them are registered with the UN Relief and Works Agency (UNRWA). At Ein el-Helwe, the largest and most overcrowded camp in the southern district of Saida, armed factions clash periodically.
- Tensions persist along the Israel–Lebanon border, including the boundary in the Mediterranean Sea. In October 2022, the two countries signed an agreement that lays out the demarcation of the maritime area.
- Security operations are conducted along borders, during demonstrations, and in informal settlements and refugee camps; these usually lead to arrests and detention, and to casualties.

HUMANITARIAN CONCERNS

- Syrians, Palestinian refugees from Syria, Palestinians living in Ein el-Helwe and other refugee camps, and members of refugee-hosting communities struggle to obtain public services, employment and adequate housing. Refugees face eviction from their homes and other forms of harassment. Syrian refugees are at risk of arrest, prolonged detention or deportation. Clashes in Palestinian camps often lead to injuries and deaths, and damage critical infrastructure.
- Supply-chain issues affecting the region, coupled with the depreciation of the Lebanese pound, drive up the costs and limit the availability of subsidized bread and other basic commodities. Competition over limited resources exacerbates people’s difficulties and raises tensions between refugee and host communities.
- Refugees and destitute residents attempt risky sea journeys to Europe or land journeys to neighbouring countries, where weapon-contaminated areas along migration routes are an additional threat.
- The delivery of basic services – water, energy and other utilities – has been seriously disrupted, as service providers struggle to maintain critical infrastructure amid budget cuts and fuel shortages. Damaged and poorly maintained water and sanitation facilities increase people’s exposure to water-borne diseases, such as cholera.
- The demand for public-health services has continued to rise as fewer and fewer people can afford the high fees – sometimes in US dollars – at private hospitals. Many hospitals, already understaffed and underfunded, are operating at reduced capacity without a reliable power supply.
- The justice system is hampered by limited resources and other constraints, causing further delays in judicial processes and exacerbating overcrowding and living conditions in prisons.
- Rejoining or reconnecting with their families is difficult for refugees from Syria, and for Lebanese citizens and their relatives in Israel. Syrians continue to seek help to clarify the whereabouts of missing relatives.
- Numerous families still have no news of relatives who went missing during past conflicts.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- work with communities to pursue systemic solutions to the effects of prolonged crises; bolster the resilience of essential services – water and other utilities, and health care – in refugee and host communities;
- reinforce efforts to ascertain the fate of missing people, in coordination with other ICRC delegations in the region; help missing people’s families and other violence-affected people cope with their situation through a multidisciplinary approach combining relief, livelihood assistance and psychosocial support;
- engage the authorities and weapon bearers in dialogue on provisions of domestic and international law protecting refugees and other violence-affected people, and on international standards for the use of force in security operations; help ensure that refugees returning to Syria are doing so voluntarily, in safety and with dignity;
- monitor the situation of security detainees; help the detaining authorities to take steps to ensure that detainees’ treatment and living conditions, including access to health care, meet internationally recognized standards;
- ensure that contingency plans and coordination mechanisms are in place for the rapid and effective delivery of humanitarian response in case violence escalates; and
- strengthen its partnerships with the Lebanese Red Cross and other actors within and outside the Movement components in Lebanon, to enhance collective impact, particularly during large-scale or protracted crises.
ICRC ACTION

CIVILIANS

Objective: People in Lebanon, including refugees, are protected and their rights respected in accordance with applicable law. They can cover their needs. They are able to exchange news with relatives abroad and are reunited with their families if they so wish. Missing people’s families are informed of the fate of their relatives and recover the remains of those who have died.

The ICRC will continue to mount a multidisciplinary response to the humanitarian needs of people in Lebanon, particularly those arising from the ongoing conflict in Syria and the growing tensions throughout Lebanon itself. It will seek to protect and assist people from Syria, Palestinian refugees, and destitute residents, in partnership with the Lebanese Red Cross and other Movement components, and in coordination with the authorities and the UNHCR, UNRWA and other organizations.

Upholding protection for refugees and other violence-affected people

The ICRC will continue to engage Lebanese authorities and weapon bearers in dialogue on international humanitarian law and international standards for law enforcement, particularly on the use of force during security operations and while maintaining public order. It will stress the necessity of ensuring – in line with principle of non-refoulement – the safety and dignity of refugees who choose to return or are being deported to Syria.

In Palestinian camps, especially Ein el-Helwe, the ICRC will focus its discussions with weapon bearers on two issues: the impact of violence on the lives of people in the camps and the importance of ensuring safe access to medical services.

The ICRC will document allegations of abuse and convey them to the parties concerned (see also Syrian Arab Republic); it will urge them to prevent the incidence or recurrence of such unlawful conduct.

The ICRC will strengthen its engagement with violence-affected communities – through workshops and other means (see also Actors of influence) – to help mitigate the risks to their safety and to reinforce their resilience to the effects of violence. Victims of violence, and others interviewed and identified by the ICRC as being particularly vulnerable, will be referred for medical services, livelihood assistance and psychosocial or other support.

Helping dispersed families reconnect or reunite

The Movement’s family-links services will help residents and refugees in Lebanon to restore and/or maintain contact with relatives from whom they have been separated by armed conflict, detention, migration, or other circumstances. The ICRC will continue to work with the National Society and the authorities to draft a contingency plan for reuniting families and ascertaining the fate of people who go missing during emergencies; the plan will incorporate lessons learnt from previous mass-casualty events and the COVID-19 pandemic. Tracing services will be made available to foreigners whose relatives are unaccounted for, in Syria or elsewhere; tracing requests will be sent on to the pertinent ICRC delegations, and their responses forwarded to the enquirers in Lebanon.

Clarifying the fate of missing people and addressing the needs of their families

The ICRC will expand an accompaniment programme it launched in Arsal and Akkar in September 2020 to respond to the various needs of families whose relatives have gone missing in connection with the conflict in Syria. It will provide comprehensive support – directly or through other organizations – to more families in Tripoli and Zahle. It will continue to publicize the plight of these families and mobilize relevant actors to give them the necessary aid.

The ICRC will emphasize, to the authorities and other pertinent actors, the importance of creating mechanisms to address the legal, economic and psychosocial needs of the families of people who went missing during past conflicts in Lebanon. It will provide technical guidance to the national commission on missing people – which was created in June 2020 – in implementing the Lebanese law on ascertaining the fate of missing people; in partnership with a local NGO, it will keep missing people’s families informed of progress in the law’s implementation. It will continue to collect pre-disappearance data on missing people from their families and help develop local expertise in humanitarian forensics, particularly for managing human remains during mass-casualty events and for documenting and preventing ill-treatment (see People deprived of their Freedom). It will do all this in order to provide support, at a later date, for identifying human remains.

Helping to improve living conditions and access to essential services for refugees and residents

The ICRC will strive to decrease economic vulnerability among victims of violence, missing people’s families, people with disabilities, and refugees and host communities not receiving assistance from other organizations. It will do so by supporting income-generating activities and helping bring products to markets. It will stand ready to distribute food and other essential items during and after emergencies.

The ICRC will work to provide safe housing and to improve access to essential services – health care, water and other utilities – in Arsal and other violence-prone or underserved areas, where competition over resources can cause tensions. Damaged and poorly maintained water and sanitation systems can be the source of disease outbreaks, such as cholera; hence the ICRC will work with the authorities, service providers and others to implement durable repairs to critical infrastructure – water, sanitation and/or power-supply systems – and to develop long-term measures for safeguarding public services from the effects of violence, environmental health hazards and climate change, using renewable energy wherever applicable.

Syrians, Palestinian refugees and Lebanese residents will be able to obtain preventive and curative care at ICRC–supported primary–health–care centres. The ICRC will subsidize or pay the full cost of medical services for people facing financial and other obstacles to obtaining antenatal care, immunizations, and treatment for diabetes, hypertension and other non-
communicaible diseases; it will provide financial assistance to ensure the continuum of care for the most vulnerable patients. People in need of specialized or advanced care will be referred to suitable facilities (see Wounded and sick).

The ICRC will work with the National Society, academic partners and others to help health professionals and decision makers in the humanitarian field to build their capacities in responding effectively to public-health emergencies. It will work with academic partners to develop and implement a holistic approach to health care in Lebanon.

**Protecting people from mines and explosive remnants of war**
The ICRC will seek to prevent injuries and deaths from mines and explosive remnants of war (ERW). To that end, it will give the National Society support for conducting risk-awareness sessions for Syrians returning to their country or travelling to neighbouring areas. It will also guide first responders at Palestinian camps in safe practices around unexploded ordnance and train demining teams from the Lebanon Mine Action Centre (LMAC) in assisting victims of mines/ERW.

**Alleviating psychological distress caused by violence**
Mental-health and psychosocial support enables violence-affected people to process traumatic experiences and helps them improve the quality of their lives. The ICRC will therefore train more health workers and community volunteers in psychological counselling and psychosocial support for victims of violence, including victims/survivors of sexual violence; missing people’s families; and patients at ICRC-supported hospitals and physical rehabilitation centres.

**Supporting the activities of the National Society**
The ICRC will carry out some of the activities mentioned above in partnership with the National Society. It will help the Lebanese Red Cross strengthen its ability to assist refugees and host communities and respond promptly to emergencies.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**
- remind the authorities and weapon bearers – through oral or written representations – of provisions of international and domestic law protecting refugees and other violence-affected people, particularly the principle of non-refoulement and the right of safe access to health care
- maintain dialogue with the authorities on ensuring the safety and dignity of refugees who choose to return or are being deported to Syria; broaden awareness of this issue and mobilize support among members of the international community and other influential actors
- engage the military and security forces in dialogue on international law enforcement standards; conduct information sessions for armed groups on humanitarian principles
- conduct workshops and other community-based activities for conflict-affected people, to help them identify potential threats to their safety, understand their coping mechanisms, and develop ways to reduce their exposure to risk

**PROTECTION OF FAMILY LINKS**
- issue travel documents to people without identification papers, to help them rejoin their families or resettle in third countries
- at the request of the parties concerned, serve as a neutral intermediary in repatriating Lebanese nationals, or their remains, from Israel
- under a regional ICRC initiative to ascertain the fate of missing migrants, collect information from their families and refer their cases to the relevant parties in Lebanon, Syria and elsewhere
- give the national commission on missing people technical support for implementing the law on ascertaining the fate of missing people and assisting their families
- during meetings and other events, raise awareness among the authorities and local organizations of the specific needs of missing people’s families, and urge them to respond; give the families financial or psychosocial support
- continue to provide a platform for connecting missing people’s families, authorities, NGOs and others

With the National Society:
- provide tracing, RCMS and other family-links services for people separated from their families; publicize these services among Syrian refugees and other migrants, and tell them how to prevent family separation
- conduct information sessions for the authorities on preserving family links during emergencies

**FORENSICS**
- advocate – among authorities, members of the judiciary, weapon bearers, academics and forensic experts – reviewing of the legal frameworks that regulate the implementation of policies and procedures, including data-protection measures, for managing and identifying human remains and for other forensic services
- remind pertinent officials on their obligation to search for, recover and properly handle human remains along migration routes; strengthen coordination with them, and other relevant actors, on this matter
- collect pre-disappearance data and biological reference samples from missing people’s families; train the authorities in storing and managing this information in line with international data-protection standards
- provide technical and material support, such as personal protective equipment (PPE), for forensic agencies, emergency responders and mortuary staff; train them in best practices in managing human remains, including during emergencies; organize information sessions for the communities in which they work
**ECONOMIC SECURITY**

- **Food production**
  - 1,830 people

- **Living conditions**
  - 1,750 people

**WATER AND HABITAT**

- **Water and habitat activities**
  - 565,260 people

**HEALTH**

- **Health centres supported**
  - 11 structures

With the National Society:

- implement, jointly with partner organizations, a course for public-health professionals in mounting an effective humanitarian response to health emergencies

**WEAPON CONTAMINATION**

- train first responders from the Lebanese branch of the Palestine Red Crescent Society in safe practices around mines/ERW; organize training in blast-trauma care for LMAC personnel

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide the National Society with training and financial and/or material support to strengthen its capacities in implementing economic-security initiatives; restoring family links; carrying out water and sanitation projects during emergencies; raising awareness of the threats posed by mines/ERW; and providing medical services (see also Wounded and sick)

**PEOPLE DEPRIVED OF THEIR FREEDOM**

Objective: Detainees are afforded treatment and living conditions that comply with international law and meet internationally recognized standards, including respect for judicial guarantees and the principle of non-refoulement. They are able to restore or maintain contact with their relatives.

**Advocating protection for detainees**

The ICRC will visit – in accordance with its standard procedures – people held in places of detention run by the General Directorate of General Security (General Security), the Internal Security Forces (ISF), and the Lebanese Armed Forces (LAF). It will reinforce dialogue with the detaining authorities on the treatment of security detainees, particularly Syrians and other foreigners, and people held under domestic anti-terrorism legislation, with a view to ensuring respect for judicial guarantees and the principle of non-refoulement. Findings from these visits will be communicated confidentially to the authorities concerned and discussed with them, to help them bring detainees’ treatment and living conditions in line with internationally recognized standards. Family-links services will be provided to foreign detainees and others who request them.

The ICRC will urge the interior and justice ministries to employ a systemic approach to reducing overcrowding in prisons, which will include reviewing and expediting judicial proceedings for cases involving prolonged pre-trial detention. To help ensure early access to legal assistance, it will refer particularly vulnerable detainees to an NGO that provides subsidized legal aid or to other pertinent organizations.

**Helping the authorities to improve detainees’ living conditions and access to health care**

The ICRC will work with the detaining authorities, the interior ministry, the WHO and other organizations to make health care more readily available to detainees. It will help health and detaining authorities to implement primary-health-care services at the Roumieh Central Prison (RCP) – the largest detention facility in Lebanon – and encourage them to draft a
strategy for extending these services to all ISF-run prisons in the country. It will provide prison clinics with material support to ensure timely medical care for detainees, and will remain prepared to assist the authorities in preventing the spread of cholera, COVID-19, scabies, and other infectious diseases.

The ICRC will help the ISF refine its procedures for conducting maintenance and repairs at prison facilities, and for expanding capacities among its maintenance teams. It will give the ISF’s IT department technical and other support to develop software for collecting data on maintenance-related needs at all ISF prisons. It will carry out infrastructural upgrades at selected places of detention, for example: it will upgrade water-supply systems to improve access to clean water and prevent disease outbreaks, such as cholera; install equipment for video calls; and make the premises more accessible for people with disabilities.

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

-
visit detainees and communicate findings and recommendations confidentially to the authorities concerned
-
discuss, with the detaining authorities and others, how to address issues connected to the principle of non-refoulement, judicial guarantees, access to health care, documentation and prevention of ill-treatment, and overcrowding; organize, or sponsor some of the authorities to attend, events on these matters, in Lebanon and elsewhere
-
provide family-links services to detainees and help foreigners, at their request, to contact their consular representatives; remind detaining authorities that they must notify families of the arrest of relatives
-
refer particularly vulnerable people in need of legal assistance to pertinent organizations
-
help the detaining authorities to review procedures for prison management and mechanisms for deporting detainees; organize a workshop on best practices in prison management
-
meet with NGOs and other influential actors and mobilize them to support detaining authorities in addressing structural problems in the prison system

HEALTH

-
provide clinics at up to 12 prisons with equipment and medicine, hygiene kits, cleaning materials and other supplies; give clinical staff at these prisons technical support for medically screening new inmates and for making referrals to hospitals and physical rehabilitation centres
-
organize workshops for prison health staff on medical ethics in relation to managing hunger strikes, and on documenting ill-treatment, including sexual violence, and providing the victims with medical and psychosocial assistance
-
give the health ministry technical support or other assistance for providing primary health care at the RCP;
organize round tables for officials from the interior and health ministries on strengthening health services at ISF prisons
-
donate hygiene kits and other personal items for detainees; provide financial and other assistance for the most vulnerable among them

WATER AND HABITAT


Water and habitat activities


2,500 people

provide the detaining authorities with technical assistance for managing prison facilities; organize training for prison maintenance staff
-
carry out repairs or upgrades to facilities at the RCP and at two LAF prisons, for the benefit of some 2,500 detainees
-
where possible, incorporate the use of solar power or other environmentally sustainable solutions in these projects

WOUNDED AND SICK

Objective: Wounded and sick people, including refugees, have timely and unhindered access to adequate medical and surgical services, particularly during emergencies arising from armed conflict or other situations of violence. Persons with disabilities have access to good-quality physical rehabilitation and are able to reintegrate into society.

Reinforcing the continuum of care

To help ensure timely and suitable care for wounded people, the ICRC will provide support throughout the casualty care chain, involving first-aiders, the emergency medical services (EMS) of the Lebanese Red Cross and other EMS providers, and hospitals. It will strive to ensure that health workers are aware of their rights and duties, and emphasize to weapon bearers the necessity of showing due regard for medical services and protecting them, as required by law (see also Civilians).

The ICRC will seek to expand the pool of trained first-aiders in Palestinian camps and other volatile areas, and bolster the ability of EMS providers to respond to mass-casualty incidents; the aim is to increase the likelihood of wounded people being brought to suitable medical facilities in a timely manner.

The ICRC will seek to ease the strain on Lebanon’s health-care system, which has been overstretched by the continuing economic downturn, the pandemic, and casualties from communal clashes/other violence and mine/ERW-related incidents. The ICRC, in partnership with other organizations, will continue to build capacities at the two largest public hospitals in Lebanon: the Rafik Hariri University Hospital (RHUH) in Beirut and the Tripoli Governmental Hospital (TGH). It will scale up its support for the TGH, which began in 2021, to provide equitable and inclusive health-care services, in line with internationally recognized professional standards.

At the RHUH and the TGH, and at public hospitals outside Beirut and Tripoli, the ICRC will subsidize or fully cover costs for treating wounded people and dealing with gynaecological/obstetric emergencies, with a view to reducing deaths or permanent disabilities among Syrians, Palestinian refugees and...
other financially vulnerable people. Staff at ICRC–supported hospitals will be given the opportunity to attend seminars and courses and develop their ability to provide emergency care.

As part of a multi-year project, the ICRC will renovate or build critical facilities at the TGH. For example, it will construct a primary-health-care centre, rehabilitate the emergency department, and conduct smaller-scale projects based on the needs identified. It will continue its renovation project at the RHUH. This will include improvements to ventilation systems and at an operating room, and training for maintenance staff. Minor repairs to improve security for patients will be carried out at other hospitals.

During large-scale emergencies, such as mass-casualty events or natural disasters, the ICRC will stand ready to provide ad hoc assistance to hospitals across the country. Should violence intensify in northern and southern Lebanon, and in the Bekaa valley, the ICRC will cover treatment costs for wounded people at “stabilization” hospitals in those areas, and facilitate their safe and timely transfer to the RHUH or the TGH. It will continue to help build capacities at hospitals, for instance, through staff retention programmes and medical training in partnership with academics and others.

The ICRC will seek to make affordable and good-quality rehabilitative care more widely available to people with physical disabilities. It will work with disability NGOs and disability sports organizations to advance the social inclusion of disabled people. It will also strive to coordinate measures to strengthen the physical rehabilitation sector.

Patients at ICRC–supported facilities, and their families or carers, will be offered mental-health care and psychosocial support (see Civilians).

### PLAN OF ACTION AND INDICATORS

#### MEDICAL CARE

**Hospitals supported**

- 25 structures

- in line with the goals of the Health Care in Danger initiative, brief health workers on their rights and duties; train them in measures to de-escalate violence in health-care settings, and to document attacks against health services

- organize first-aid training and train-the-trainer courses for community volunteers, health workers and weapon bearers in violence-prone areas; provide first-aid trainers with the necessary supplies

- donate medical supplies, including PPE, to EMS providers and first-aid posts on a quarterly basis; give them additional supplies in the event of a large-scale emergency; organize training and refresher sessions – for their personnel – in responding to mass-casualty incidents, and using and disposing of PPE properly

- supply medical supplies, equipment and other regular support to the RHUH and the TGH; provide free emergency care – surgical, medical, maternal and paediatric – at their respective emergency wards

- provide medical equipment and regular supplies of medicine, consumables, and other essentials to up to four other public hospitals, including one in Ein el–Helwe; ensure referral pathways are in place

- at the hospitals mentioned above, cover the cost, partially or fully, of treating wounded people and dealing with gynaecological/obstetric emergencies

- conduct training courses – directly or in conjunction with a local university – for surgeons, doctors, nurses, anaesthetists and others in wound management, preventing and controlling infections, proper disposal of medical waste, emergency-room trauma care and mass-casualty management; sponsor some of them to complete post-graduate studies

- provide ad hoc financial, material and/or technical support for up to 19 hospitals across the country; more specifically:
  - fund the treatment of wounded people at four “stabilization” hospitals before their referral to the RHUH or the TGH
  - provide medicine and consumables for treating wounded people at ten hospitals, including five hospitals run by the Palestine Red Crescent Society’s branch in Lebanon
  - donate wound-dressing kits to up to five hospitals dealing with influxes of mass casualties

- inform patients at ICRC–supported hospitals of their rights and find out what they think of the health services they are getting

#### WATER AND HABITAT

- **Water and habitat activities**
  - 6 structures

- repair or upgrade essential infrastructure at the TGH and the RHUH

- carry out small-scale repairs at an ICRC–supported public hospital and two EMS stations; install solar panels at the office of a disability NGO; provide the necessary training for their staff

#### PHYSICAL REHABILITATION

- **Projects supported**
  - 8 projects

- subsidize physical rehabilitation, including provision of mobility devices, for up to 820 persons with disabilities at three ICRC–supported centres; conduct outreach, together with other service providers, in remote areas and in places of detention (see People deprived of their freedom), and refer disabled people to ICRC–supported rehabilitation centres

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
ICRC APPEALS 2023

Protection  Assistance  Prevention  Cooperation  Protection and Assistance

With the National Society:
- provide supplies and equipment for a National Society-run rehabilitation centre that serves around 350 persons with disabilities
- organize training and refresher sessions for prosthetists/orthotists and physiotherapists; sponsor some of them to study in other countries
- provide training and/or material support for four institutions, including sports organizations and NGOs supporting persons with disabilities; organize tournaments in disability sports and other activities for physically disabled people

With the National Society:
- provide instruction in career development for patients at ICRC–supported physical rehabilitation centres and refer them to an NGO for finding employment; refer some patients for financial and psychosocial assistance (see Civilians); conduct campaigns to raise awareness of the rights of persons with disabilities and the services available to them

**ACTORS OF INFLUENCE**

**Objective:** The authorities and all weapon bearers understand and respect IHL and other basic rules protecting people during armed conflict and other violence, and incorporate them in their decision-making. Community and religious leaders, academics, the media, NGOs and other key members of civil society help foster awareness of humanitarian issues and IHL among all parties concerned and in the general public, thus securing greater respect for human dignity.

All actors understand the ICRC’s mandate and support the Movement’s work.

**Promoting IHL and other applicable norms among authorities and weapon bearers**

The ICRC will continue to cultivate dialogue with authorities and weapon bearers on IHL and international policing standards (see also Civilians). It will provide military and security forces with support for integrating these norms and standards into their operations. It will remind the General Security and other authorities that they must ensure respect for the principle of non-refoulement in connection with people from Syria and other foreigners; and it will discuss with the detaining authorities, and judicial and legislative officials, the application of domestic legislation prohibiting the ill-treatment of detainees. It will advocate ratification of the Rome Statute and the protocol on ERW under the Convention on Certain Conventional Weapons, and offer national authorities support to these ends.

**Fostering support for neutral, impartial and independent humanitarian action**

The ICRC will strive to broaden awareness and advance understanding of its mandate and activities among academics, journalists, and other members of civil society, and among the general public, with a view to fostering acceptance and support for its response to pressing humanitarian issues in Lebanon and the wider region. These issues include ascertaining the fate of missing people and assisting their families, realizing the goals of the Health Care in Danger initiative, and addressing the protection–related needs of migrants. Wherever possible, it will work with Movement components to broaden awareness of these issues.

The ICRC will continue to visit violence-affected communities, and seek to stay abreast of the needs of vulnerable residents who are also grappling with the consequences of the deteriorating economic situation in Lebanon. It will expand the capacity of the community contact centre that it set up in 2021 to enable people to express their concerns to the ICRC and learn about the humanitarian aid available to them.

**PLAN OF ACTION AND INDICATORS**

- offer General Security, the ISF and the LAF technical support for integrating pertinent international norms into their operations; conduct briefings or training sessions for peacekeeping and security forces personnel, including LAF legal advisers, on these norms
- pursue dialogue with authorities and weapon bearers on the judicial guarantees afforded to detainees, the necessity of addressing the issue of missing people and the needs of their families, and of respecting the fundamental rights of refugees and other migrants; brief members of the international community and other influential actors on these matters
- organize regional workshops, training sessions and other events on IHL–related topics for academics, journalists and other members of civil society
- through public-communication topics for academics, journalists and other members of civil society
- through public-communication topics for academics, journalists and other members of civil society
- produce news releases, online content and other public-communication materials about the Movement’s activities in Lebanon and elsewhere in the region; attend a regional event to share best practices in media relations and digital communication

**RED CROSS AND RED CRESCENT MOVEMENT**

**Objective:** The Lebanese Red Cross is able to provide effective assistance for victims of armed conflict or other violence. The activities of all components of the Movement are coordinated.

The Lebanese Red Cross is the country’s main provider of EMS. It is also the ICRC’s main partner in the country, particularly in assisting refugees from Syria. The Lebanese branch of the Palestine Red Crescent Society branch is the main health–care provider for Palestinians in refugee camps. The ICRC will continue to work with these National Societies (see Civilians and Wounded and sick) and help them strengthen their ability to carry out activities in line with the Fundamental Principles and the Safer Access Framework.
Over 20 other National Societies are also operating in Lebanon, in response mainly to the humanitarian needs arising from the armed conflict in Syria. The ICRC will endeavour to strengthen cooperation and coordination with and among Movement components, with a view to ensuring a coherent Movement response in Lebanon and the wider region.

**PLAN OF ACTION AND INDICATORS**

- in coordination with Movement partners, provide the Lebanese Red Cross with financial, material and/or technical support to expand its operational capacities and improve its management of security risks and financial and human resources
- give the Palestinian Red Crescent’s branch in Lebanon technical support for incorporating elements of the Safer Access Framework in its programmes at Palestinian camps; contribute to its response in Palestinian camps
- convene meetings of Movement components periodically to coordinate activities and security measures, ensure coherent positioning on humanitarian issues, and develop or improve coordination mechanisms and contingency plans for dealing with different emergencies
The ICRC has been present in the Syrian Arab Republic since the 1967 Arab–Israeli war. It works with the Syrian Arab Red Crescent to help people affected by armed conflict obtain emergency relief, essential services and livelihood support. It aims to visit all people held in relation to the conflict and to foster respect for IHL and other applicable norms, notably those covering sick and wounded patients and medical services. It acts as a neutral intermediary for issues of humanitarian concern between the Israeli-occupied Golan and the Syrian Arab Republic. It helps separated relatives maintain contact.

The ICRC supports providers of essential services, including subsidized bread. Bakeries, such as this one in Hama, serve tens of thousands of conflict-affected people everyday.

ASSISTANCE TARGETS

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CIVILIANS</strong></td>
<td></td>
</tr>
<tr>
<td>Economic security</td>
<td>Food consumption 7,500 people</td>
</tr>
<tr>
<td></td>
<td>Income support 1,331,600 people</td>
</tr>
<tr>
<td></td>
<td>Capacity-building 152 people</td>
</tr>
<tr>
<td><strong>WATER AND HABITAT</strong></td>
<td>Water and habitat activities 16,000,000 people</td>
</tr>
<tr>
<td><strong>HEALTH</strong></td>
<td>Health centres supported 65 structures</td>
</tr>
<tr>
<td><strong>PEOPLE DEPRIVED OF THEIR FREEDOM</strong></td>
<td></td>
</tr>
<tr>
<td>Economic security</td>
<td>Food consumption 26,000 people</td>
</tr>
<tr>
<td></td>
<td>Living conditions 26,000 people</td>
</tr>
<tr>
<td><strong>WATER AND HABITAT</strong></td>
<td>Water and habitat activities 20,000 people</td>
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<tr>
<td><strong>WOUNDED AND SICK</strong></td>
<td></td>
</tr>
<tr>
<td>Medical care</td>
<td>Hospitals supported 32 structures</td>
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<tr>
<td>Physical rehabilitation</td>
<td>Projects supported 9 projects</td>
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<td><strong>WATER AND HABITAT</strong></td>
<td>Water and habitat activities 4 structures</td>
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BUDGET IN KCHF

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<tbody>
<tr>
<td>Protection</td>
<td>15,611</td>
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<tr>
<td>Assistance</td>
<td>145,522</td>
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<tr>
<td>Prevention</td>
<td>3,420</td>
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<tr>
<td>Cooperation with National Societies</td>
<td>6,835</td>
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<tr>
<td>General</td>
<td>335</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>171,723</td>
</tr>
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</table>

Of which: Overheads 10,481

PERSONNEL

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile staff</td>
<td>150</td>
</tr>
<tr>
<td>Resident staff</td>
<td>778</td>
</tr>
</tbody>
</table>
SITUATION

- Armed conflict persists in the Syrian Arab Republic (hereafter Syria). The Syrian government is still in control of the central, coastal and southern governorates, and continues to operate against armed groups; third-party states support these operations and/or conduct their own. The fighting – which includes air strikes and shelling – is heaviest along Syria’s northern borders. In the south, perceptions of past allegiances cause tensions.
- Remnants of the Islamic State group remain active; they claimed responsibility for a number of attacks in 2022, including on a detention facility in Hassakeh Governorate and are allegedly involved in killings in the al-Hol camp.
- About 14 million people remain in a state of prolonged displacement within Syria and abroad, notably in Europe and in neighbouring countries. In north-eastern Syria, they stay mainly in camps, such as al-Roj (2,500 people) and al-Hol (about 56,000 people) in Hassakeh. There is pressure on displaced people to go home, and some have done so in government-controlled areas, despite the sometimes volatile security situation there.
- The protracted conflict, international sanctions, the international armed conflict between the Russian Federation and Ukraine and the region’s economic downturn (see Lebanon) strain Syria’s agricultural, health and utilities sectors. Water and electrical infrastructure serving millions may collapse if not maintained. Fuel, medicine and other essentials are either unaffordable or unavailable.
- The government’s military and security forces detain people in connection with the armed conflict and the security situation. Armed groups in the north do so as well. Penitentiary services are often hampered by scarcity of resources.

HUMANITARIAN CONCERNS

- Humanitarian organizations cannot easily access conflict-affected people, owing to precarious security conditions. In camps in the north, displaced people rely heavily on humanitarian organizations, only a few of which have a stable presence there, for food and other essentials. The case of three ICRC staff abducted in 2013 remains unresolved.
- Parties to the conflict and other situations of violence violate IHL and other norms applicable to the conduct of hostilities. Hundreds of thousands of civilian casualties have been reported since the start of the conflict in 2011, and millions of people have endured repeated and protracted displacement within Syria.
- Conflict-affected residents, returnees, and displaced people cannot easily access water, electricity, sanitation and other essential services. People have to risk their safety to reach health facilities, which are themselves at risk of attack, and are often faced with shortages of supplies and equipment. Many children are unable to go to school.
- Amid the economic crisis, the most conflict-affected households – those whose main breadwinners are missing, detained, disabled or dead, or who have recently returned – are struggling to make a living. Those who live, study or work in, or are returning to, areas littered with mines/explosive remnants of war (ERW) are at constant risk.
- Many thousands of people have been separated from their families by conflict and/or detention. Among them are families who have had no news at all of their missing relatives. Many sets of human remains have yet to be identified.
- The Syrian government and armed groups may need support to improve detainees’ treatment and living conditions.

ICRC OPERATIONAL PRIORITIES

In 2023, the ICRC’s main priorities in this context will be to:

- strengthen respect for IHL and remind the authorities and weapon bearers of their obligations under it; cultivate understanding of the Movement’s neutral, impartial and independent humanitarian work in Syria, to enable the ICRC to reach the most vulnerable conflict-affected people and engage closely with them;
- focus on providing sustainable assistance to help vulnerable households – returnee households, households with disabled people, and households that have lost their breadwinners – become more self-sufficient and resilient to the effects of the armed conflict and other crises; accordingly, reduce large-scale distributions of emergency aid, retaining only those for displaced people living in camps in Hassakeh who are not receiving other assistance;
- shore up essential services, notably water, sanitation and electricity, for millions of people, including displaced people, and support health workers and facilities in giving medical care to victims/survivors of violence, including sexual violence, casualties of mines/ERW, people with disabilities, and others affected by the conflict;
- work with the Syrian Arab Red Crescent to realize the objectives mentioned above, and to survey, mark and start to clear ERW–contaminated areas, and alert people to the dangers of mines/ERW; and
- assist detaining parties in improving the treatment and living conditions of detainees; help these detainees, displaced people and others to restore and maintain contact with relatives separated from them.

The ICRC will close its Hama office and convert its sub-delegation in Tartus into an office, as part of its efforts to focus on areas where humanitarian needs are more pressing and where it can make more impactful and sustainable outcomes.
ICRC ACTION

CIVILIANS

Objective: Civilians are respected and protected in accordance with IHL and other applicable law. They are able to meet their basic needs and restore or preserve their livelihoods; they have safe access to essential services. Members of dispersed families exchange news and, where appropriate, are reunited. Families are informed of the fate of missing relatives.

Protecting people and assessing the needs of those most at risk

The ICRC will continue to impress upon its contacts at various levels the necessity of respecting IHL and other applicable international law, and of abiding by humanitarian principles. It will also draw their attention to documented instances of violations of the law. Its discussions with them will focus on certain issues: attacks against civilians and civilian infrastructure – including health-care workers and facilities; restrictions on movement; forced displacement and involuntary return; the situation of foreigners, returnees and separated families; destruction or misuse of essential infrastructure; and access to education. The ICRC will also emphasize the right of all people to have access to humanitarian aid, and will endeavour to broaden acceptance for the Movement (see *Actors of influence*).

The ICRC will continue to engage closely with communities, in order to more accurately identify their needs and threats to their safety and dignity. Based on its findings, the ICRC will undertake efforts to help communities reduce their exposure to safety risks. For example, to help people protect themselves against mines/ERW, the ICRC and the Syrian Arab Crescent will continue to broaden awareness of safe practices around mines/ERW, and to find, mark and, where feasible and needs are pressing, clear weapon-contaminated areas.

Preventing the breakdown of critical services

Together with the National Society and local authorities, the ICRC will seek to ensure adequate access to essential services, notably subsidized bread, water, electricity, waste management and health care. To that end, it will continue to provide support for maintaining or repairing public infrastructure throughout the country.

The ICRC will continue its support for ensuring the uninterrupted functioning of major water-treatment plants and related water-supply systems and electrical facilities that serve over 16 million people, and on which hospitals and other key facilities depend. It will continue its smaller-scale infrastructural work for communities of displaced people and returnees, and producers of food – farmers, millers and bakers. The ICRC will make repairs and infrastructural upgrades at schools.

The ICRC will provide support – to overcome shortages of supplies and equipment – for primary-health-care centres throughout the country in order to help them prevent the spread of contagious diseases such as leishmaniasis, cholera and COVID-19; help for managing chronic conditions such as diabetes; and psychosocial care (see also *Wounded and sick*).

Facilitating the recovery of livelihoods and food production

The ICRC and the National Society will focus on making more sustainable efforts that will help ensure that households with specific needs – returnee households, households with disabled people, and households that have lost their breadwinners – have enough income, and therefore, become more self-sufficient and resilient to the effects of the armed conflict, climate change and other crises, in the long term. The two organizations will do so primarily by providing households with cash, with which to obtain essential goods and services, or livelihood support, with which to create or supplement their sources of income. The ICRC will also engage local stakeholders in dialogue on finding more sustainable and long-lasting solutions to prevent shortages and interruptions of essential goods and services.

Accordingly, the ICRC will curtail its large-scale distributions of emergency aid, retaining assistance for displaced people living in camps and other conflict-affected people in Hassakeh who are not being assisted by other organizations. Where feasible, this emergency aid will be combined and eventually replaced with livelihood-support assistance.

Providing family-links services and helping people to ascertain the fate of missing relatives

The ICRC will continue to conduct family-links activities and seek to help people who have lost contact with relatives as a result of conflict, migration or detention. It will ensure that family-links services are available to displaced people – especially separated children and unaccompanied minors – in IDP camps. The ICRC will also strengthen its efforts to broaden awareness of issues related to missing people and their families, and will urge authorities to take steps to clarify the fate of missing people. Where appropriate, missing people’s families will be helped to cope with their situation through livelihood support or other aid on an ad hoc basis.

Forensic and medico-legal services will be supported in building and standardizing their capacities to manage and identify human remains, and to investigate abuses, including sexual violence.

PLAN OF ACTION AND INDICATORS

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**

- Monitor the needs of vulnerable people; document allegations of violations of IHL or other applicable law and of other misconduct
- Bring these needs and allegations to the attention of the parties concerned
- Conduct meetings and briefings on IHL and other international norms for weapon bearers (see *Actors of influence*)
- Engage with communities and help them develop or strengthen coping mechanisms against the effects of violence
PROTECTION OF FAMILY LINKS

With the National Society:

 recognised “ICRC APPEALS 2023”

provide family-links services to people separated from their families, such as:

- RCMs – to people in camps – which are often the sole means of communication with detained relatives
- tracing services for families searching for missing relatives
- enabling, for humanitarian reasons, people in the Israeli-occupied Golan to cross demarcation lines
- reuniting, where appropriate, separated or unaccompanied minors and other vulnerable people with their relatives
- helping foreigners in camps to notify the governments of their countries of origin
- issuing travel documents and helping to deliver personal documents

facilitate access to these services by covering transport costs and offering hotlines

assess the needs of missing people’s families, and offer psychosocial care and livelihood assistance

FORENSICS

provide training and guidance in managing human remains (including during disasters), data storage, and best practices – for forensic professionals, students and judicial and detention officials

conduct a study of the medico-legal system and present the findings to the officials concerned

upgrade up to 11 forensics and burial facilities across the country

- renovate three forensics centres, including one that the ICRC built in Aleppo, and construct a new one in Hama, taking into account the need to document abuses, including sexual violence

WEAPON CONTAMINATION

With the National Society:

collect information on mine/ERW-related incidents; survey suspected locations of mines/ERW and mark and/or fence them off; in coordination with local demining services, clear priority areas, such as schools, health centres, areas to which people are returning, and water sources

brief first responders, schoolchildren, farmers, returnees, and others particularly at risk from mines/ERW on the suspected locations of these weapons; instruct them in measures of self-protection

advise organizations involved in mine clearance and provide demining personnel with equipment

WATER AND HABITAT

With the National Society:

recognise “ICRC APPEALS 2023”

provide support for the uninterrupted delivery of essential services to some 16 million displaced people, residents and returnees; more specifically:

- provide 15 major water pumping/treatment facilities and five electrical power plants with spare parts and consumables; carry out repairs and train staff
- repair or upgrade public infrastructure – water and electrical networks – serving smaller, more vulnerable communities, for the benefit of about 4 million people
- renovate a number of government-subsidized bakeries, mills and irrigation systems, serving up to 200,000 people
- restore access to water, electricity and sanitation for about 120,000 people, including destitute returnees and displaced people; repair and/or renovate their shelters
- renovate water, sanitation and other infrastructure at over 30 schools, for some 12,000 students
- install solar panels, and make other renovations, at up to ten primary-health-care facilities
- during emergencies, repair water and wastewater systems, power lines, and shelters, and truck in water to areas where there is no other source of drinking water

HEALTH

With the National Society:

recognise “ICRC APPEALS 2023”

provide supplies – drugs, personal protective equipment (PPE) and hygiene items – training, and other support regularly to up to 65 primary-health-care facilities run by the health ministry or the National Society, including:

- 28 fixed and mobile clinics offering basic preventive and curative care
- 21 fixed and mobile clinics treating diabetics and others with chronic conditions
- 11 fixed and mobile clinics offering treatment for leishmaniasis and other communicable diseases in Aleppo and Hassakeh
- during emergencies, extend this support to 5 more clinics

train and equip staff at some of the facilities mentioned above to provide antenatal/postnatal and mother-and-child care and appropriate treatment to victims/survivors of sexual violence
train staff at 12 of the facilities mentioned above, and at other facilities in conflict-affected communities, in basic psychosocial care; together with them, provide these services to victims of violence, including victims/survivors of sexual violence, health personnel working in high-stress environments, and others (see Wounded and sick)

**ECONOMIC SECURITY**

<table>
<thead>
<tr>
<th>Food consumption</th>
<th>Income support</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,500 people</td>
<td>1,331,600 people</td>
</tr>
</tbody>
</table>

Capacity-building 152 people

With the National Society:
- provide food for up to 7,500 people (1,500 households) to displaced people in camps and other conflict-affected people in Hassakeh; where feasible, combine and eventually replace this aid with livelihood-support assistance
- help ensure that conflict-affected breadwinners – including returnee women, persons with disabilities, and relatives of missing or detained people – have a sufficient income; more specifically provide:
  - up to 78,820 households (394,100 people) with cash or other support with which to obtain food, essential goods, education for their children and other services
  - up to 187,500 households (937,500 people) with livelihood support – such as seed, tools, livestock, drip-irrigation systems and cash grants to start small businesses
- provide vocational and specialized training for 152 people, including agricultural–support personnel

**SUPPORT FOR THE NATIONAL SOCIETY**
- give the National Society financial, material and technical support to expand its operational capacities

**PEOPLE DEPRIVED OF THEIR FREEDOM**

**Objective:** People deprived of their freedom are afforded treatment and living conditions that meet internationally recognized standards.

**Monitoring the situation of people held in connection with the hostilities**

The ICRC will continue to seek access to all detainees within its purview, including those at places of temporary detention who are being held in connection with armed conflict.

In the meantime, the ICRC will conduct visits, in line with its standard procedures, to people detained in places to which it has access, namely central prisons under the Syrian interior ministry’s responsibility. Close attention will be given to detainees with specific needs: minors, women and foreigners. Afterwards, the ICRC will communicate its findings and recommendations confidentially to the detaining authorities, to help them improve detainees’ living conditions and treatment. It will discuss with the Syrian authorities such issues as overcrowding, respect for judicial guarantees, and internationally recognized standards for detention, and advise them on drafting a law on prison administration.

The ICRC has not – since an attack on a detention facility in Hassakeh – been able to visit detainees, including foreigners, held by armed groups in north-eastern Syria. It will engage these groups in dialogue and seek to resume these visits.

The ICRC will seek to impress, upon both the Syrian government and armed groups, the necessity of facilitating regular contact between detainees and their families, and the necessity also of notifying families of the capture, arrest, detention, or transfer of their relatives. The ICRC will also continue to discuss with them issues specifically of concern to foreigners – such as respect for the principle of non-refoulement – and to draw their attention to allegations of arrest made by the families concerned.

**Seeking to ensure that detention conditions meet internationally recognized standards**

The ICRC will seek to improve living conditions for detainees, regardless of who is detaining them.

The ICRC will work with the Syrian government to make sustainable improvements to living conditions at all places of detention. It will counsel officials from the interior, justice and foreign ministries, which comprise the country’s detention commission, in resolving systemic challenges relating to detention, for example through standardization of medical screening, health information management, and other health–related procedures, and better maintenance of prison infrastructure. The ICRC will also help these ministries expand the capacities of pertinent personnel in providing penitentiary services, through training in specific areas: for instance, medical ethics for health staff and internationally recognized detention standards for prison officials. It will also advise prison managers in expanding the food supply, for example, through farming activities.

In both government–controlled areas and areas controlled by armed groups, the ICRC will continue to provide direct support where penitentiary services are hampered by shortages of food and medical supplies, and/or dilapidated infrastructure.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM**
- engage the Syrian government and armed groups in dialogue on the ICRC’s working methods and on securing access to everyone – detainees and others – within the ICRC’s purview
- visit people held by the authorities and armed groups; communicate findings confidentially to the pertinent parties
- conduct training in prison services for prison staff, officials from the interior ministry and, when feasible, from the defence ministry and security agencies as well
PROTECTION OF FAMILY LINKS

- provide RCMs, arrange family visits, and help foreigners contact their consular representatives or the UNHCR
- follow up allegations of arrest and requests for information on detainees
- stand ready to serve as a neutral intermediary in transferring detainees from one party to another

HEALTH

- regularly provide health staff at up to 12 places of detention – in government-controlled areas and in the north-east – with supplies and training; in addition:
  - give health staff expert advice on standardizing the handling of health information and conducting medical examinations for new inmates
  - support, with materials, infrastructural upgrades and training, the creation of a clinic in one place of detention in the north-east
  - on an ad hoc basis, distribute assistive devices to inmates with disabilities, notably minors
  - during outbreaks of COVID-19, cholera or other diseases, supply medicines and equipment to up to three prisons

WATER AND HABITAT

- repair or renovate water-supply and sewerage facilities in up to 12 places of detention (collectively holding 20,000 people), including two in areas controlled by armed groups in the north-east (holding about 4,000 people in all)

ECONOMIC SECURITY

- donate hygiene items, blankets, clothes and educational/recreational materials for some 26,000 detainees, including children living with their detained mothers
- provide up to 26,000 malnourished detainees with food and/or nutritional supplements

WOUNDED AND SICK

Objective: Wounded or sick people have access to adequate first aid, surgical and medical care, and physical rehabilitation services.

Facilitating safe and timely access to appropriate care

In line with the goals of the Health Care in Danger initiative (see Civilians), the ICRC will strive to reduce the hazardousness of providing or seeking health care. The staff of up to three hospitals will be given specialized training in minimizing their exposure to violence and reporting/recording instances of medical services being threatened or obstructed.

The ICRC will continue to strengthen every link of the casualty care chain, in both government-controlled areas and areas controlled by armed groups, with a view to ensuring the availability and sustainability of medical care for all conflict-affected people. Medical services will be encouraged to streamline referral procedures among them, to ensure the following: diabetics and patients needing post-operative care are referred to physical rehabilitation services; those suffering emotional trauma are referred for psychosocial care; and people at the al-Hol camp can obtain health services within or outside the camp, in a timely manner.

Providing or supporting life-saving hospital care

Only half the hospitals in Syria are functioning, and not all of those at full capacity, because they are often unable to replenish vital supplies, maintain or repair imported equipment or recruit/retain sufficient staff.

The ICRC will therefore focus on supporting key hospitals – those regularly treating wounded people, mine/ERW victims, victims/survivors of sexual violence and displaced people – with supplies and staff training. Of these, up to four will receive more comprehensive support, including infrastructural improvements and technical assistance to raise the quality of their services and keep up with the influx of referrals from other governorates.

At the al-Hol camp, the field hospital run jointly by the ICRC and the Syrian Arab Red Crescent will continue to provide surgery and other medical services, including obstetric/gynaecological and paediatric care – in coordination with other organizations. The ICRC and the National Society will endeavour to make these services available round the clock and throughout the week.

First responders – including National Society volunteers and health ministry staff – will receive comprehensive training for providing patients with life-saving care on site and for taking these patients to hospitals in safety and with regard for their dignity.

Helping people with disabilities regain some mobility

The ICRC will support the National Society’s physical rehabilitation centre in Rural Damascus and the health ministry’s centre in Homs, and operate its own centre in Aleppo. It will also support physical rehabilitation centres in two facilities serving conflict-affected people in Hassakeh. As part of its activities in this field, the ICRC will endeavour to make physical rehabilitation services more sustainable. It will organize specialized training for current and future physical rehabilitation professionals, to expand the pool of qualified professionals and help raise the overall quality of services. The ICRC will also provide training in its polypropylene technology, use of which will cut costs and help overcome logistical difficulties.

Efforts will be maintained to make physical rehabilitation services as widely available as possible. Besides offering shuttle services and temporary housing to patients, the ICRC will distribute assistive devices to detainees and people at the al-Hol camp and, with the help of the National Society, to patients in remote areas.
The ICRC will seek to advance the social inclusion of disabled people by addressing their socio-economic needs (see Civilians) and drawing attention to their plight.

**Caring for the emotionally traumatized**
The ICRC will continue to make psychosocial care more widely available at the health facilities that it supports. It will do so by training health staff, National Society personnel, and community members in basic psychosocial care for people traumatized by the conflict – such as victims/survivors of sexual violence and other abuses, and disabled people – and medical staff working in high-stress environments.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- organize briefings and meetings for and with weapon bearers and medical staff, including at the al-Hol camp
- With the National Society:
  - regularly provide up to 32 hospitals with supplies, equipment and training for treating wounds and/or cases of COVID-19 and cholera; in addition:
    - provide up to four hospitals with specialized equipment and infrastructural upgrades; give staff at three hospitals specialized training in assessing risks, crowd control, and de-escalation techniques
    - upgrade, staff, and manage the National Society/ICRC field hospital at the al-Hol camp; expand staff capacity such that, security conditions permitting, the hospital can remain open round the clock and throughout the week
    - in the event of an emergency related to violence or disease, provide medical supplies for up to 28 other hospitals
    - organize courses for 270 medical professionals in wound management and/or wound surgery, maintenance of medical equipment, and amputation
    - provide logistical support to hospitals vaccinating people against COVID-19
  - cover treatment costs for up to seven patients needing post-operative or other specialized care
- provide supplies and/or staff training for four facilities: the National Society-run centre in Rural Damascus; a health ministry-run facility in Homs; the ICRC/National Society field hospital at the al-Hol camp; and a hospital in Qamishli
- staff and manage a physical rehabilitation centre in Aleppo; offer psychosocial care at that centre and at the National Society’s centre in Rural Damascus
- support the National Society’s work in this field; work with it to make physical rehabilitation services more accessible by:
  - operating shuttles between National Society branches in six governorates and the physical rehabilitation centre in Rural Damascus; and between rural areas of the Aleppo governorate and the ICRC’s centre in the city of Aleppo
  - giving it assistive devices for distribution to its branches and to underserved communities
  - housing patients at an ICRC-built dormitory in Rural Damascus, and covering lodging expenses for patients in Aleppo
- make renovations at a physical rehabilitation institute in Damascus and provide expert advice for training practitioners
- provide organizations and ministries concerned with funding and guidance for conducting sporting events, livelihood-support initiatives and other activities for disabled people

**WATER AND HABITAT**

- make repairs and renovations at four of the facilities mentioned above, and give them the necessary equipment

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide supplies and funding, and training – in first aid, the Safer Access Framework, psychosocial care and addressing the needs of victims/survivors of sexual violence – for the National Society’s emergency responders, including personnel at its first-aid centres
- give the National Society expert advice and equipment to improve its ambulance-dispatch system and secure its supply of fuel

**ACTORS OF INFLUENCE**

Objective: Political authorities and government forces respect IHL and other rules protecting people during armed conflict and other violence, and incorporate these in their decision-making. Academics and the media help to foster awareness of humanitarian issues and IHL among all parties concerned and in the wider public, thus securing greater respect for human dignity. All actors understand the ICRC’s mandate and support its work.

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
Promoting acceptance and respect for IHL and the ICRC among the authorities

The ICRC will continue to raise awareness of IHL and other international norms among Syrian government officials and seek to advance the incorporation of IHL in domestic legislation. It will work closely with the national IHL committee, chaired by the foreign ministry, to train other government officials in IHL and engage them in dialogue on humanitarian issues of concern to the ICRC. The ICRC will conduct studies of domestic legislation on matters of interest to it – e.g., safe access to health care, prevention of sexual violence, and judicial guarantees for detainees – and share its findings and suggestions for improvement to detaining authorities.

The ICRC will discuss – with the defence, interior and justice ministries – issues concerning the conduct of hostilities, humanitarian aid, health care, the search for missing people and the plight of their families, and the situation of detainees. It will continue to counsel the defence ministry on integrating IHL and international human rights law into the doctrine, training and operations of the military; it will guide the ministry in drafting an IHL training manual. Where possible, the ICRC will extend such support to armed groups.

The ICRC will continue to stimulate academic interest in IHL, with the support of universities and the ministry of higher education. Its aim is to expand knowledge of IHL among academics – who often advise and even serve in the government. The Syrian Arab Red Crescent will be given support to advance understanding of IHL and the Fundamental Principles among its staff and volunteers.

Broadening awareness of the Movement

Dialogue with the authorities and weapon bearers remains essential for ensuring that Movement components in Syria can work safely. Thus, whenever possible, the ICRC will engage them in dialogue on their obligation to ensure civilians’ unhindered access to humanitarian aid and on the Movement’s neutral, impartial and independent approach. It will also work with journalists, the information ministry and the National Society on communication initiatives to increase knowledge of the Movement, especially in areas where the ICRC has no dialogue with weapon bearers; and to stay abreast of the complex security situation in the country and of developments relevant to its work.

Together with the National Society, the ICRC will endeavour to engage more closely with communities – via digital and other means – in order to understand their needs more fully and to learn how they view the Movement (see Civilians). Such interaction will also make it easier for the ICRC to impart information of direct benefit to communities, such as information on the hazardlessness of ERW, measures against cholera and COVID–19, and the channels through which humanitarian aid can be obtained.

The ICRC will also engage states and international organizations in dialogue on humanitarian issues in Syria – notably the effects of international sanctions, the impending collapse of water infrastructure, the threat of mines/ERW, and the difficulty of pursuing livelihood activities – to gain their support for humanitarian action in the country.

PLAN OF ACTION AND INDICATORS

1. Together with the national IHL committee, give government officials expert advice and organize specialized training for them, either outside Syria or virtually, on IHL and humanitarian issues; prepare studies on domestic legislation.

2. Organize workshops and events on IHL and other international norms for weapon bearers, academics, journalists and members of the international community.

3. Together with the National Society, set up and maintain channels – including social media – for engaging with communities; pursue public–communication initiatives.

SUPPORT FOR THE NATIONAL SOCIETY

1. Give National Society staff and volunteers advice and training on public communication and IHL promotion.

RED CROSS AND RED CRESCENT MOVEMENT

Objective: The Syrian Arab Red Crescent has a strong legal basis for independent action. It is able to carry out its core activities effectively. Movement partners coordinate their activities with the National Society.

The National Society, with branches in 13 governorates and dozens of sub–branches throughout the country, is the ICRC’s main partner (see Civilians and Wounded and sick). In line with a 2021–2023 partnership agreement, the ICRC will continue to provide the National Society with various forms of support – for developing its operational capacities, particularly in providing emergency care, responding to disasters, managing livelihood and water and habitat projects, and promoting IHL and the Movement; for ensuring the safety of its volunteers, in line with the Safer Access Framework; for strengthening its legal base; and for improving the transparency and accountability of its finances and operations.

The ICRC will also support the International Federation’s efforts to help the National Society develop its operational and institutional capacities. It will also work with the various Movement components present in Syria – the Syrian branch of the Palestine Red Crescent Society and other National Societies – to maintain a coherent position on issues of humanitarian concern and on matters concerning security and finances, and to mount a unified and effective response to the needs of conflict–affected people.

PLAN OF ACTION AND INDICATORS

1. In coordination with the International Federation, give the National Society training, financial and material support, and advice for developing its operational and organizational capacities.

2. Meet with Movement components in Syria regularly to coordinate operations and to share updates on the security situation and other pertinent information.
The ICRC has been working in Yemen since the civil war in 1962. It responds to the humanitarian consequences of armed conflicts and other situations of violence in the country by: helping secure the water supply; providing medical assistance, emergency relief and livelihood support to those in need; monitoring the treatment and living conditions of people held in relation to the situation; and enabling detainees and civilians, including migrants, to restore contact with their relatives, including those abroad. The ICRC promotes respect for humanitarian principles and IHL, primarily among weapon bearers. The ICRC works with the Yemen Red Crescent Society.

Many families in Yemen rely on beekeeping to earn an income. The ICRC provides beekeepers with equipment and trains them on best practices, to help boost their productivity.

**BUDGET IN KCHF**

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<tr>
<th>Category</th>
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<tbody>
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<td>General</td>
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<td><strong>TOTAL</strong></td>
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Of which: Overheads 8,323

**PERSONNEL**

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<tr>
<td>Resident staff</td>
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</tr>
</tbody>
</table>

**ASSISTANCE TARGETS**

**CIVILIANS**

- **Economic Security**
  - Food consumption: 188,500 people
  - Income support: 76,300 people
  - Living conditions: 28,000 people
  - Capacity-building: 450 people

- **Water and Habitat**
  - Water and habitat activities: 3,300,000 people

- **Health**
  - Health centres supported: 42 structures

**People Deprived of Their Freedom**

- **Water and Habitat**
  - Water and habitat activities: 18,600 people

**WOUNDED AND SICK**

- **Medical Care**
  - Hospitals supported: 25 structures

- **Physical Rehabilitation**
  - Projects supported: 12 projects

- **Water and Habitat**
  - Water and habitat activities: 17 structures
**SITUATION**

- Yemen remains the site of numerous armed conflicts and other situations of violence; fighting, often involving indiscriminate attacks, is widespread in densely populated areas.
- A series of ceasefires between the Saudi Arabia-led coalition and Ansarullah – mediated by the UN, and which took effect in April 2022 and expired in October – temporarily scaled down hostilities, including air strikes. The parties have not agreed to renew the ceasefire since its expiration.
- The president of the internationally recognized government of Yemen transferred his duties to the Presidential Leadership Council, which consisted of the Southern Transitional Council and other political factions. In the south, tensions between some of these factions remain high and often lead to violence.
- Al-Qaeda in the Arab Peninsula and the Islamic State group and others are still present in some parts of Yemen.
- Despite the violence and other dangers, migrants continue to pass through Yemen on their way to other countries.

**HUMANITARIAN CONCERNS**

- Despite the ceasefires, Yemenis continued to suffer the consequences of protracted violence: tens of thousands of civilians have been reported wounded or killed, and health facilities and other public infrastructure are destroyed, complicating access to goods and essential services; allegations of IHL violations are widespread.
- Millions of people have been displaced and many of them still cannot return home. Most Yemenis are food insecure and/or destitute, and heavily reliant on humanitarian aid; a food crisis and rising prices of commodities – especially because of the ripple effects of the international armed conflict between the Russian Federation and Ukraine – add to their difficulties. Conflict and extreme weather conditions such as prolonged drought and floods cause major service disruptions throughout the country and have made potable water and electricity unavailable in many communities. Inadequate sanitation and waste-management systems lead to disease outbreaks. Mines and explosive remnants of war (ERW) endanger people and threaten livelihoods.
- Wounded and sick people are unable to obtain timely and good-quality health services, because of the dangers associated with seeking such services or their unavailability. Most hospitals are short of supplies, equipment and trained staff, and national capacities for dealing with public-health emergencies are very limited.
- Families have been dispersed by violence, detention or migration; thousands of people have gone missing. Limited forensic capacities make it difficult to recover human remains, especially from front lines, and to identify them.
- Detainees endure poor living conditions and have protection-related concerns. Inadequate facilities and health services contribute to the spread of disease in places of detention.
- Delivery of aid can be a hazardous undertaking, as attested by the attacks against humanitarian personnel.

**ICRC OPERATIONAL PRIORITIES**

In 2023, the ICRC’s main priorities in this context will be to:

- strengthen its engagement with communities to understand their needs and concerns more fully, and adapt its activities accordingly; continue to respond to the most urgent needs of vulnerable people throughout the country and help them regain some measure of self-sufficiency;
- intensify efforts to gain acceptance and support for its humanitarian work among all parties to conflict, and continue to strengthen dialogue with them on IHL and other applicable norms, particularly on protecting the civilian population, facilitating the delivery of humanitarian aid and managing human remains properly; act as a neutral intermediary when requested to do so by the parties;
- maintain long-term support for health, water and other key infrastructure in urban zones most affected by fighting; help local actors ensure uninterrupted delivery of critical services in conflict-affected communities;
- seek to gain or maintain access to detainees held by different authorities, and support these authorities in ensuring that detainees’ treatment and living conditions, such as access to health care, meet internationally recognized standards;
- expand efforts to broaden awareness and deepen understanding of the humanitarian situation in Yemen, and the ICRC’s response, among members of civil society and the public; and
- reinforce partnerships with the Yemen Red Crescent Society, the International Federation and other Movement components in the country to enhance the Movement’s coordinated humanitarian response in Yemen.

In March 2023, the ICRC will close its office in Bajil as the health activities in the area will be carried out by staff from the Hodeida sub-delegation.

The logistics base in Oman and the mission in Djibouti will continue to support the ICRC’s operations in Yemen.
**ICRC ACTION**

**CIVILIANS**

Objective: People affected by armed conflict and other violence are respected and protected in accordance with IHL and other applicable norms and standards, and their basic needs are met. They are able to communicate with relatives in Yemen and elsewhere and receive information about missing relatives.

The ICRC will continue to provide longer-term support for key services and infrastructure in urban zones most affected by fighting, while also responding to the most pressing needs throughout the country. It will continue to ensure the safety of staff and of the people it seeks to help. It will strengthen its partnership with the Yemen Red Crescent Society and other Movement components, and seek to work more closely with other humanitarian organizations and the pertinent authorities, to ensure a coherent and impactful response.

**Urging all parties to respect IHL and other applicable law**

The ICRC will engage more closely with communities – particularly those hosting IDPs and those living near front lines or weapon-contaminated areas – to gain a fuller understanding of their needs and concerns, and work with them to devise means of protection from the consequences of conflict. It will help ensure that conflict-affected people know about the life-saving services available to them and how to obtain these, and will broaden public awareness of the protection due to medical services and the people seeking delivery (see Actors of influence).

The ICRC will continue to engage parties to conflict in dialogue on compliance with IHL and other applicable norms. It will draw their attention to various issues in connection with the fighting, such as violence against health workers and facilities; the protection-related concerns of IDPs, residents and returnees, and migrants; and weapon contamination. It will supplement these efforts with IHL dissemination sessions for weapon bearers (see Actors of influence).

**Helping to stabilize public services and make them more accessible**

The ICRC will help ensure that violence-affected people have uninterrupted access to health care, a reliable supply of water and electricity, and other basic services. It will help equip selected health-care centres and ensure that they can provide a broad range of preventive and curative care to residents and IDPs in their catchment areas, particularly women of childbearing age and children. Services will include immunization, screening for malnutrition, antenatal/postnatal care, treatment for communicable and non-communicable diseases, and specialized care for victims/survivors of sexual violence. The ICRC will help ensure that patients needing secondary care know of, and have access to, the available referral services. It will also assist facilities in extending their immunization services to people in remote areas.

The ICRC will support the authorities in making durable repairs and upgrades to damaged or non-functional infrastructure – including those vital for agricultural and other income-generating activities – and in building local capacities in operating and maintaining such infrastructure. These efforts also aim to protect people against illness: for example, badly maintained water and sanitation systems can be the source of disease outbreaks. Such activities also seek to augment the essential resources in the country, dwindling now because of climatic shocks; where possible, the ICRC will incorporate renewable sources of energy in its projects, with a view to meeting the needs of conflict-affected people more sustainably.

Together with other Movement partners, the ICRC will help the National Society to carry out its health activities and further develop its water-and-habitat initiatives and emergency response (see Red Cross and Red Crescent Movement).

**Enabling vulnerable households to become more resilient**

The ICRC will maintain its relief activities and livelihood support for conflict-affected people. It will continue to exercise a preference for cash or vouchers to help people cover their daily needs, grow food or earn an income; in some instances, it will make use of smart cards to streamline the distribution of cash assistance. The ICRC will seek to ensure the availability of sufficient food – in close coordination with the WFP and the Food Security and Agriculture Cluster (FSAC) – for vulnerable people, including children with malnutrition, and adequate living conditions among IDPs and communities most affected by property destruction.

The ICRC will continue to help local institutions build their capacities, for instance, by helping the agriculture ministry and a farming cooperative produce good-quality seedlings, training an association of beekeepers and a fishing cooperative in best practices, improving local veterinary services, and enabling health workers to deal with cases of malnutrition. The ICRC will also help the National Society carry out economic-security activities, including those conducted in support of ICRC operations.

Using data gathered with the National Society and the Yemen Mine Action Centre (YEMAC), the ICRC will help communities affected by weapon contamination to understand more fully, and learn how to mitigate, the threat of mines and ERW. It will also support the mine-clearance and risk-reduction activities of the National Society and YEMAC, and help strengthen coordination between these two institutions.

**Helping people to ascertain the fate of missing relatives**

The ICRC will continue to help members of families separated by migration or conflict/other violence to reconnect or reunite. It will help broaden awareness of the Movement’s family-links services, and access to them, especially among migrants. It will urge the authorities to ensure that families are informed of the arrest and whereabouts of their relatives, with a view to preventing disappearances. It will also seek to impress upon the authorities, parties to conflict, and the public the importance of tackling the issue of missing people and preventing disappearances.

The ICRC will help to strengthen local capacities in the proper recovery, management and identification of human remains, particularly in connection with conflict or migration.
To this end, it will seek to ensure that authorities, forensic professionals, the National Society, and other pertinent actors work together in bringing forensic practices up to international standards: this will also help prevent disappearances and ensure an adequate forensic response during emergencies. The ICRC will – within the framework of the 2018 Stockholm Agreement – continue to seek the revival of the Sub-Committee on Dead Bodies and Human Remains, with a view to ensuring that parties to conflict comply with their obligations under IHL to handle human remains with due dignity and hand them over, in a timely manner, across front lines to the families and/or other parties concerned.

**PLAN OF ACTION AND INDICATORS**

**PROTECTION OF CIVILIANS AND RESPECT FOR THE LAW**
- engage the authorities and weapon bearers in dialogue; make oral or written representations to them based on documented allegations of abuse
- engage directly with conflict-affected communities through field visits and other means; listen to their protection-related concerns and carry out community-based projects accordingly, for instance to raise mine-risk awareness and devise safe practices
- organize IHL dissemination sessions for military personnel and members of armed groups

**PROTECTION OF FAMILY LINKS**
- with the National Society, publicize the Movement’s family-links services among migrant communities and others; provide RCMs and other family-links services to people seeking them; in addition:
  - carry out tracing activities; request information on missing people, including those allegedly arrested, from the pertinent parties
  - facilitate visits or video calls from selected families in Yemen to relatives formerly held in the US detention facility at the Guantanamo Bay Naval Station in Cuba and resettled elsewhere
- provide ad hoc financial aid to missing people’s families – for instance, to cover transportation costs incurred in obtaining tracing services
- in coordination with the pertinent authorities, help repatriate vulnerable people or reunite them with their families; issue travel documents to those who need them
- remind the authorities of the necessity of preventing disappearances and respecting families’ right to know the fate of their missing relatives, and support their efforts to these ends; hold commemorative events for missing people’s families
- distribute leaflets and conduct information sessions in migrant communities on preventing family separation

**FORENSICS**
- organize dissemination sessions for authorities and parties to conflict, to remind them of their obligations under IHL to ensure that human remains are accounted for and disappearances prevented
- engage authorities, and others involved in managing human remains, in dialogue to advocate the creation of frameworks governing the proper management of human remains, including during emergencies, and to encourage coordination among these actors
- continue to propose to parties to conflict that they establish mechanisms to search for and recover human remains, and transfer them across front lines; give them technical assistance to this end
- provide forensic professionals with technical (e.g., workshops, training) and material support for managing and identifying human remains properly

With the National Society:
- when requested by the pertinent parties, provide support for transferring human remains or, in exceptional circumstances, facilitate their transfer

**HEALTH**

- at up to 32 primary-health-care facilities:
  - raise awareness among staff of their rights and the rights of people seeking medical attention
  - provide medicine and other essential supplies, equipment, and technical and material support for improving referral systems; with the National Society, train health staff in basic emergency obstetric care and treatment for common childhood illnesses
  - make immunization services available in remote areas via community outreach
- provide ad hoc support to ten other facilities during emergencies

**WATER AND HABITAT**

- repair, upgrade or construct vital public infrastructure, including solar-powered systems, serving up to 3,300,000 people in rural and urban areas; for about 120,000 of these people, carry out emergency repairs when essential services are disrupted
- provide equipment, spare parts and consumables to the water and sanitation committees serving the people mentioned; give their technicians and engineers the training necessary to operate and maintain these facilities
- improve irrigation systems and construct greenhouses at farms run by the agriculture ministry (see Economic security)
- upgrade apiary units for beekeepers; at selected veterinary clinics, install refrigerators for storing livestock vaccines (see Economic security)
- make improvements to facilities at up to 14 health-care centres
- repair or construct morgues, or give them spare parts
**ECONOMIC SECURITY**

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<th></th>
<th>Food consumption</th>
<th>Food production</th>
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<td>188,500 people</td>
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<table>
<thead>
<tr>
<th></th>
<th>Income support</th>
<th>Living conditions</th>
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<tbody>
<tr>
<td></td>
<td>76,500 people</td>
<td>26,000 people</td>
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<table>
<thead>
<tr>
<th></th>
<th>Capacity-building</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>450 people</td>
</tr>
</tbody>
</table>

- working with the National Society whenever possible:
  - give food, or cash or vouchers for buying it – at least three months’ worth or, with the WFP and FSAC as one-off support – to up to 185,500 people (26,500 households); provide nutritional supplements for 3,000 malnourished children
  - provide technical and/or infrastructural support (see Water and habitat), cash and/or equipment to the agriculture ministry, and to farming or fishing cooperatives; conduct refresher courses for health workers in detecting and managing cases of malnutrition
  - train 400 beekeepers and 50 community-based animal–health workers in best practices, and give them infrastructural (see Water and habitat) and/or material assistance such as medicine and veterinary kits
  - help 10,500 households (73,500 people) augment their income or fortify their livelihoods – for instance, by providing cash for IDPs, returnees, victims of IHL violations or the chronically ill, or supplies and tools for fishermen
  - enable 100,000 households (700,000 people) to produce more food by vaccinating their livestock against common diseases
  - distribute cash and/or bee colonies and other supplies to 400 households (2,800 people) earning an income through beekeeping

With the National Society:
- donate essential household items to up to 28,000 people (4,000 households)
- help 11,000 households (77,000 people) to produce more food by giving them cash to buy seed and other agricultural supplies
- provide the National Society with food, essential household items and cash, for distribution to people during emergencies

**WEAPON CONTAMINATION**

- support the initiatives of YEMAC and other demining organizations to mark and clear areas littered with mines/ERW
- promote safe practices among mine-affected communities via training or ICRC-produced informational materials

With the National Society:
- collect and analyse information on the risk from mines/ERW and its impact on civilians, and help communities devise measures to mitigate these risks
- refer victims of mine-related accidents to physical rehabilitation services and/or provide them with financial assistance

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide National Society staff and volunteers with training in documenting mine/ERW-related casualties and technical guidance in conducting information sessions on mine-risk awareness and safe practices; help strengthen the National Society’s partnership with YEMAC
- give the National Society technical, material and financial assistance to upgrade its facilities; expand its family-links services; strengthen its water-and-habitat and economic-security activities; and provide support for local forensic services during emergencies, including for transferring human remains across front lines
- give the Norwegian Red Cross administrative, logistical or other support to carry out their activities in support of eight health facilities run by the Yemeni Red Crescent

**PEOPLE DEPRIVED OF THEIR FREEDOM**

Objective: Detainees are afforded living conditions and treatment that comply with international law and meet internationally recognized standards. They are able to contact their families.

**Monitoring detainees’ treatment and living conditions**

The ICRC will maintain its dialogue with detaining authorities, aimed at securing access to all detainees within its purview. It will visit those to whom it has access, in accordance with its standard procedures, in order to monitor their treatment and living conditions. Close attention will be given to conflict-related detainees and migrants. Findings and recommendations from these visits will be communicated confidentially to the authorities, to help them ensure detainees’ well-being. For example, the ICRC will support the authorities’ efforts to improve detainees’ access to food and open air; make livelihood opportunities available; and broaden their access to health services.

The ICRC will urge the authorities to ensure that all detainees within their jurisdiction are accounted for and that fundamental safeguards and judicial guarantees are respected, with a view to preventing disappearances. To this end, and in line with the Stockholm Agreement, the ICRC will continue to encourage authorities to establish a mechanism for managing information on detainees at every stage of their detention. It will also remind them of the necessity of clarifying the fate of people alleged to have been arrested and promptly informing families when their relatives are arrested, transferred, ailing, or dead. Where applicable, the ICRC will recommend to the authorities that they release certain vulnerable detainees – such as minors, the elderly and the seriously ill – on humanitarian grounds.

The ICRC will offer detainees means to restore or maintain contact with their families and help foreign detainees, at their request, to contact their consular representatives. At the authorities’ request, the ICRC will act as a neutral...
intermediary in the transfer, repatriation or resettlement of detainees, particularly those recommended for release within the framework of the Stockholm Agreement; it will help ensure that all this is done in accordance with the principle of non-refoulement.

Helping the authorities to provide health care for detainees
The ICRC will continue to assist detaining authorities in improving detainees’ access to medical care, for instance, by providing support for treating non-communicable diseases, establishing referral systems for secondary care, and developing capacities during emergencies. It will also continue to help authorities in preventing the spread of scabies, and other diseases, in prisons and promoting good hygiene.

The ICRC will carry out initiatives to improve living spaces, and water and sanitation infrastructure, at places of detention.

The ICRC will continue to assist detaining authorities in

PLAN OF ACTION AND INDICATORS

PROTECTION OF PEOPLE DEPRIVED OF THEIR FREEDOM

engage the authorities and other pertinent parties in dialogue on such matters as access to detainees, improving living conditions and upholding judicial guarantees, including the principle of non-refoulement; organize workshops on detainees’ rights for prison authorities

visit detainees and communicate findings and recommendations confidentially to those concerned; request, on humanitarian grounds, the release of particularly vulnerable detainees

collect allegations of arrest or detention and present them to the pertinent authorities; notify families of the whereabouts of their detained relatives or urge the authorities to do so

give detainees food and other essentials (e.g. clothes, hygiene kits) during emergencies; provide ad hoc financial assistance to former detainees

refer detainees requiring psychosocial support to the pertinent service providers

provide family-links services to detainees; at their request, help foreigners notify their consular representatives of their detention

at the authorities’ request, and with the consent of all those concerned, act as a neutral intermediary in the transfer, repatriation or resettlement of detainees; facilitate the handover of the bodies of dead detainees to the families or other parties concerned

HEALTH

donate, on a regular or ad hoc basis, essential medicine and other supplies to infirmaries at up to nine places of detention; give their staff technical support for preventing the spread of infectious diseases and promoting good hygiene

WATER AND HABITAT

renovate and/or upgrade facilities (including designated areas for family visits) and ventilation systems at selected prisons, for the benefit of some 17,000 detainees; carry out anti-scabies campaigns for 1,600 of these detainees

WOUNDED AND SICK

Objective: Wounded or sick people receive appropriate medical and surgical treatment. Persons with disabilities have access to physical rehabilitation services.

Improving availability and accessibility of life-saving care
The ICRC will maintain its comprehensive support throughout the casualty care chain, to help ensure timely access to medical treatment of good quality for the wounded and the sick. It will focus on supporting facilities near front-line areas or where needs are most acute, while remaining ready to adapt its assistance as necessary. It will continue to help weapon bearers and first responders, and others likely to be at the scene of violent incidents, to become more capable of providing life-saving care. For example, together with Movement partners, it will assist in developing the Yemen Red Crescent Society’s ability to provide more efficient and responsive emergency and pre-hospital care.

Selected hospitals will receive various forms of ICRC support for maintaining their ability to provide emergency treatment, surgery, post-operative and/or inpatient care, and referrals. The ICRC will also give selected health facilities the equipment necessary to deal with influxes of patients. It will continue to provide dialysis centres with supplies for treating diabetics; it will, however terminate such support by the end of 2023. It will help staff at selected ICRC-supported facilities to check and prevent the spread of infectious diseases. To help ensure that services are not disrupted, the ICRC will construct or make repairs at water, sanitation, electrical-power and other essential facilities, including oxygen-supply stations.

The ICRC will also remind health authorities, medical professionals and weapon bearers of the protection due to those providing or seeking medical care.

Helping persons with disabilities to obtain physical rehabilitation
The ICRC will continue to help the physical rehabilitation centres in Aden, Mukalla, Sa’ada, Sana’a and Taiz to deliver good-quality prosthetic/orthotic devices, and physiotherapy and other services, to persons with disabilities, including those living in remote areas and at places of detention. It will maintain its support for pertinent actors in raising professional standards for physical rehabilitation, expanding the pool of qualified personnel, and strengthening the sustainability of the sector. It will work with the appropriate institutions to adapt the curriculum of instruction in physiotherapy in line with current standards. The ICRC will also work with local
organizations to advance the socio-economic inclusion – through sports and livelihood programmes – of persons with disabilities. It will help persons with disabilities to develop vocational and other skills, and thus have access to more employment opportunities, including in the physical rehabilitation sector.

**PLAN OF ACTION AND INDICATORS**

**MEDICAL CARE**

- Hospitals supported: 25 structures

- organize dissemination sessions for health authorities, medical professionals, National Society volunteers and other first responders, and weapon bearers on the issue of violence against those seeking or providing medical care; train them in first aid

- donate medicines, wound-dressing kits and other supplies, and equipment, to up to seven hospitals; provide some of these with staffing support and with training in such areas as treating the wounded, preventing and checking the spread of infectious diseases and referring patients to secondary care, including psychosocial support

- give 15 other hospitals ad hoc support during emergencies

- donate insulin and other medical supplies to up to three haemodialysis centres

**PHYSICAL REHABILITATION**

- Projects supported: 12 projects

- at up to five physical rehabilitation centres and two wheelchair-service providers, for the benefit of more than 50,300 disabled people:
  - provide staff with material support (e.g. assistive devices) and training in such areas as clinical and managerial practices
  - organize outreach for persons with disabilities in remote areas and at places of detention; cover food, accommodation and transportation costs for destitute patients

- provide technical and/or material support for the prosthetics and orthotics programmes at a national training institute and at Sana’a University; sponsor physical rehabilitation students and professionals to enrol in these programmes or attend other training courses in Yemen or elsewhere

- help authorities to draft a national strategy for developing the physical rehabilitation sector, and to update the curriculum of instruction in physiotherapy; help an association of physical therapists to organize a conference on physiotherapy

**WATER AND HABITAT**

- Water and habitat activities: 17 structures

- renovate or install water, waste-management and electrical systems, and key facilities (e.g., handwashing and oxygen-supply stations) at up to nine hospitals

- complete the construction of a new physical rehabilitation centre in Sa’ada; renovate and/or construct facilities (e.g. dormitories, exercise rooms) in the prosthetics and orthotics department at Sana’a University and at six physical rehabilitation centres

**SUPPORT FOR THE NATIONAL SOCIETY**

- give the National Society technical support and vehicles for improving its referral system and ambulance services

- provide the Norwegian Red Cross with administrative, logistical or other support for its efforts to help Yemeni Red Crescent staff administer and teach first aid, and raise awareness of the importance of good hygiene

**ACTORS OF INFLUENCE**

Objective: The authorities, religious leaders, and all weapon bearers understand and respect IHL and other fundamental rules protecting people during armed conflict and other situations of violence, and incorporate them in their decision-making. The media, academics and others with influence help foster awareness of humanitarian issues and relevant norms among all parties concerned and in the general public, thus securing greater respect for human dignity. All actors understand and support the ICRC’s mandate and its neutral, impartial and independent humanitarian action.

Broadening acceptance and support for the ICRC’s work

The ICRC will continue to intensify its efforts to advance understanding of and acceptance and support for its principled humanitarian action among authorities, parties to conflict, and the general public, in order to maintain its access to communities in need. It will therefore seek closer engagement with the various authorities and weapon bearers asserting control over different sections of the country; members of civil society, such as the media, academic circles, and community and religious leaders; and other actors capable of influencing and shaping public opinion. The ICRC will help these people to reach a fuller understanding of its humanitarian work in Yemen, emphasizing its role as a neutral intermediary, and draw their attention to pressing issues in the country, particularly violence against health-care personnel and facilities. It will

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1. Based on aggregated monthly data, which include repeat users of physical rehabilitation services.
also maintain its direct interaction with conflict-affected communities, to understand their concerns more fully and provide them with timely and life-saving information (see Civilians). It will do all this through the different platforms available to it, and during the course of its activities.

The ICRC will provide the Yemen Red Crescent Society with support for strengthening its public communication and fostering acceptance for the Movement’s activities.

**Reinforcing respect for IHL and other applicable norms**

The ICRC will help weapon bearers and parties to conflict learn about IHL and other applicable norms, with a view to securing their compliance with these laws; it will also seek to cultivate dialogue with states that have an influence over these parties and explain best practices in IHL compliance to them. To develop local interest and expertise in such norms, the ICRC will explore possibilities for working with academic institutions to incorporate IHL instruction in their curricula. It will also endeavour to organize events for academics, law students and others. It will discuss, with Islamic scholars and religious leaders, the points of correspondence between Islamic law and IHL.

**PLAN OF ACTION AND INDICATORS**

- organize around 40 workshops and other sessions on IHL and other applicable law for authorities, military officials and other weapon bearers, members of Islamic circles, community leaders and others
- produce content for traditional and social media on IHL, including its points of convergence with Islamic law, and on key humanitarian issues and the Movement’s activities in Yemen; engage with the media, through interviews and other means, about the ICRC’s response to the humanitarian situation
- create and distribute informational materials for conflict-affected people on the humanitarian services available to them

**SUPPORT FOR THE NATIONAL SOCIETY**

- provide the National Society with training and financial, material, technical and/or infrastructural support to enhance its operational and institutional capacities in such areas as security and disaster management
- sign, renew and/or implement partnership agreements with Movement components – for instance, the Norwegian Red Cross, and particularly in connection with support for its health-related activities in Yemen
- reinforce Movement coordination mechanisms at strategic, operational and technical levels – for instance, by helping to implement joint action plans and establish working groups for organizational development

**RED CROSS AND RED CRESCENT MOVEMENT**

Objective: The Yemen Red Crescent Society is able to carry out its core activities and respond effectively to the needs of people affected by conflict and other situations of violence in Yemen. The activities of all components of the Movement are coordinated to ensure an impactful humanitarian response.

The Yemen Red Crescent Society, the ICRC’s main partner in Yemen, operates throughout the country via its headquarters and its branches in the various governorates. It provides first aid, evacuates wounded people, delivers family-links services and mine-risk education, manages human remains, and distributes essentials to conflict-affected people.

Together with the International Federation and other Movement components, the ICRC will maintain its support for the National Society – particularly its headquarters and its branches in the areas most affected by armed conflict or other violence. The ICRC will help the National Society to update its organizational and operational strategies, and its institutional and financial policies, with a view to strengthening its ability to respond to a broad range of needs (see above), and incorporate the Safer Access Framework and the Fundamental Principles more fully in its policies and strategic plans. The National Society will also be given support to bolster its public communication (see Actors of influence) and elaborate its code of conduct.

The ICRC will seek to adapt its partnership with Movement components operating or supporting operations in the country in line with the Seville Agreement 2.0. The aim is to ensure a coherent and effective humanitarian response, including during disasters and other emergencies, and consistent public communication. For instance, it will assist Movement partners to carry out their activities in support of health-care provision in Yemen (see Civilians and Wounded and sick).
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.