

APPEALS 2017

OVERVIEW



ICRC

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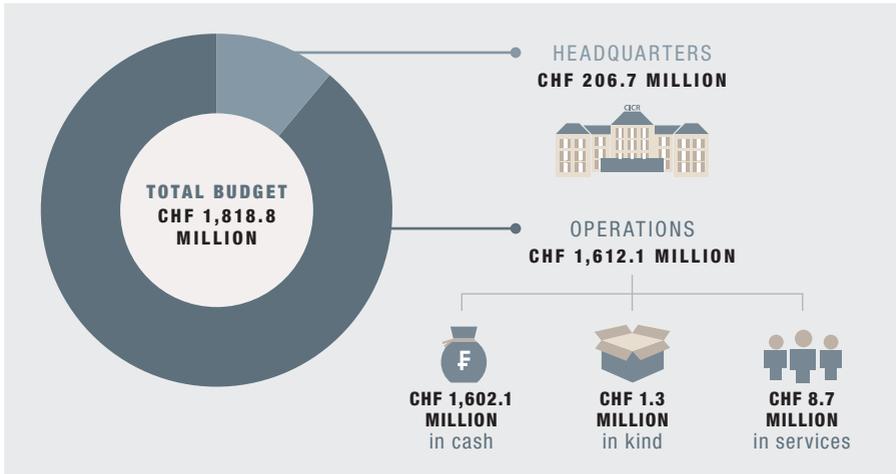
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ICRC APPEALS 2017

The International Committee of the Red Cross (ICRC) is financed entirely through voluntary contributions from States party to the Geneva Conventions, National Red Cross and Red Crescent Societies, private and public sources and supranational organizations.

The ICRC is appealing for **Swiss francs (CHF) 1,818.8 million** to cover the costs of its headquarters and field operations in 2017.



ICRC BUDGET AND APPEAL STRUCTURE

- The 2017 budget is based on the objectives set for the year and aims to cover activities from 1 January to 31 December 2017. All ICRC budgets are established on a yearly basis.
- The ICRC budget and appeal structure is divided into that for operational (field) and headquarters activities. The ICRC seeks funding to cover the costs of its field activities worldwide through its *Appeals: Operations*; it uses the *Appeals: Headquarters* to seek funding for all activities carried out at its headquarters, including operational, legal, communication and administrative support for field activities, and other functions, such as resource mobilization, human resource management and financial management.
- During the year, adjustments to the initial appeals are made in the form of budget extensions (Budget Extension Appeals) in response to unforeseen needs requiring increased humanitarian action. Special appeals on cross-cutting issues may also be launched.

CONTRIBUTIONS

Contributions may be made in the form of cash, goods or services.

- Cash contributions are the most flexible and efficient way to finance ICRC operations. They account for around 95 to 98 per cent of the ICRC's total income. Cash contributions may be allocated for a specific purpose. Please see the section on earmarking (page 19 onwards).
- In-kind contributions are donations provided in the form of food, non-food items or other specific goods needed for the ICRC's assistance activities. Donors may also provide cash-for-kind contributions to cover the purchase of pre-defined goods by the ICRC.
- Contributions in services refer to support given to the ICRC in the form of logistics or staff on loan.

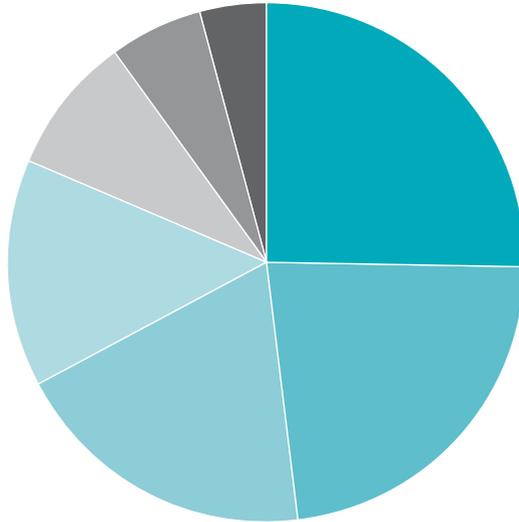
STANDARD REPORTING SYSTEM

- In the course of the year, the ICRC issues Midterm, Annual and Special Reports to inform donors about the status of ICRC activities around the world. These reports feature qualitative and quantitative information from the field. Donors are also informed of evolving crises and other situations in different contexts through updates and other ad hoc documents.
- The ICRC issues Monthly and Quarterly Financial Updates, which inform donors of developments in the ICRC's budget, expenditure rate and contribution levels. Appendices to the Annual Report contain the financial statements, contributions made by each donor, the financial situation at the end of the year, and the costs associated with National Societies' seconding of staff to the ICRC.
- Financial and statistical data on the activities of the previous year are normally available as of mid-March, making it possible for the external auditor, Ernst & Young, to examine the ICRC's accounting records and financial statements and draft a report on these. The result of the audit of the field and headquarters activities is reported to the ICRC Assembly.

BREAKDOWN OF THE BUDGET

BREAKDOWN OF THE HEADQUARTERS BUDGET

BY DEPARTMENT



	IN CHF MILLION
Operations	52.4
Financial Resources and Logistics	47.4
Communication and Information Management	39.3
Human Resources	29.1
International Law and Policy	18.1
Office of the Director-General	11.8
ICRC Governing and Controlling Bodies	8.5

TOTAL BUDGET

CHF 206.7 MILLION

Note: The figures in this section have been rounded off. They may vary slightly from the amounts presented in other documents, and sum totals may be slightly different from the totals presented.

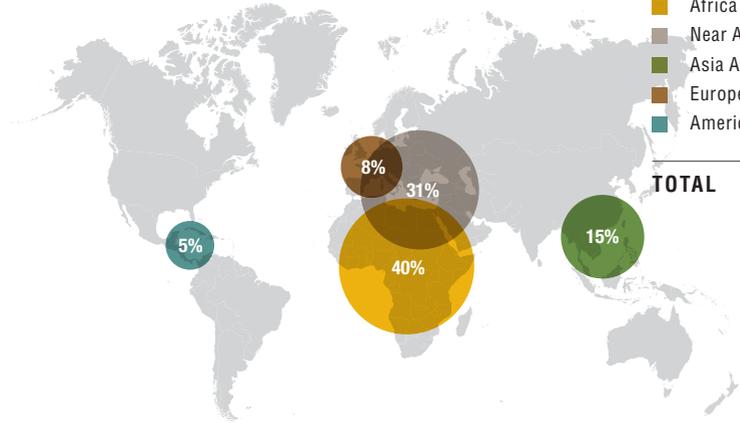
BREAKDOWN OF THE FIELD BUDGET

BY GEOGRAPHICAL REGION

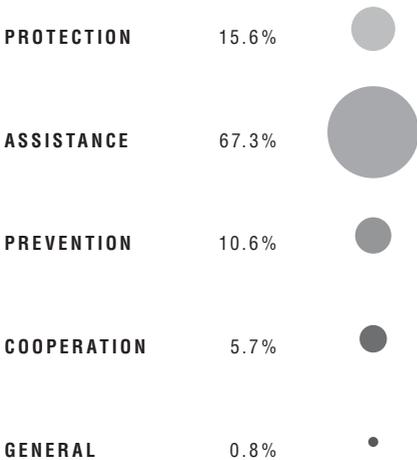
IN CHF
MILLION

Africa	648.9
Near And Middle East	498.9
Asia And The Pacific	246.0
Europe And Central Asia	134.7
Americas	83.6

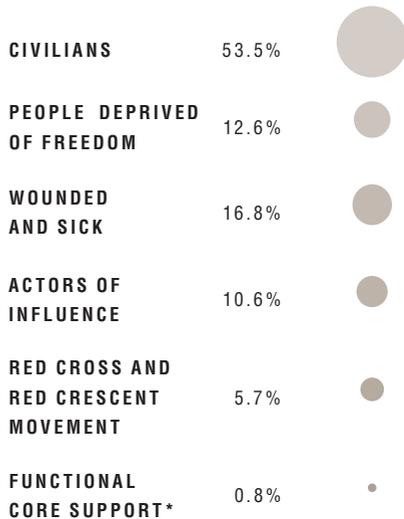
TOTAL CHF 1,612.1 MILLION



BY PROGRAMME



BY TARGET POPULATION



*e.g. ICRC internal, other international actors, etc.

AFRICA

All figures in this table are in thousand Swiss francs (KCHF).

2017 FIELD BUDGET							
	PROGRAMME					TOTAL 2017 BUDGET	<i>of which overheads</i>
	PROTECTION	ASSISTANCE	PREVENTION	COOPERATION	GENERAL		
Algeria	1,466	308	860	491	38	3,162	193
Burundi	3,419	5,171	1,141	760	97	10,589	646
Central African Republic	4,768	35,638	2,801	1,931	304	45,442	2,771
Chad	2,503	5,751	1,529	702	80	10,565	645
Congo, Democratic Republic of the	15,684	45,623	4,527	2,336	394	68,564	4,106
Eritrea	862	3,377	420	428	36	5,123	313
Ethiopia	4,431	10,419	3,446	1,350	191	19,837	1,211
Guinea	1,736	1,235	920	1,004	71	4,967	303
Liberia	603	354	915	1,328	55	3,254	199
Libya	2,478	13,689	2,822	3,269	51	22,309	1,362
Mali	4,931	33,644	3,198	1,377	275	43,425	2,650
Mauritania	1,278	1,757	663	483	49	4,229	258
Morocco	598	519	589	285	19	2,010	123
Niger	2,789	26,175	1,767	1,137	220	32,088	1,958
Nigeria	9,078	64,772	4,233	3,191	379	81,653	4,983
Rwanda	2,662	1,412	967	593	58	5,693	347
Somalia	4,728	60,955	3,983	2,610	256	72,533	4,427
South Sudan	8,822	104,530	7,382	4,787	475	125,996	7,690
Sudan	2,176	3,244	2,500	1,783	97	9,801	598
Uganda	2,904	-	720	713	62	4,399	268
Abidjan (regional)	2,574	4,215	2,180	1,771	134	10,876	664
Antananarivo (regional)	926	1,736	385	390	42	3,480	212
Dakar (regional)	1,882	3,420	1,921	1,075	146	8,443	515
Harare (regional)	2,017	2,871	1,489	968	74	7,420	453
Nairobi (regional)	3,064	3,469	3,271	1,008	391	11,203	684
Pretoria (regional)	939	104	1,291	631	42	3,006	183
Tunis (regional)	2,113	2,893	793	430	66	6,296	384
Yaoundé (regional)	3,612	13,746	3,071	1,928	148	22,505	1,374
TOTAL (IN KCHF)	95,044	451,028	59,784	38,765	4,249	648,870	39,521

AMERICAS

All figures in this table are in thousand Swiss francs (KCHF).

2017 FIELD BUDGET							
	PROGRAMME					TOTAL 2017 BUDGET	<i>of which overheads</i>
	PROTECTION	ASSISTANCE	PREVENTION	COOPERATION	GENERAL		
Colombia	9,212	13,158	3,315	2,044	636	28,364	<i>1,731</i>
Haiti	507	304	310	467	19	1,607	<i>98</i>
Brasilia (regional)	2,177	1,717	2,728	1,405	135	8,162	<i>498</i>
Caracas (regional)	2,427	757	1,599	1,351	96	6,229	<i>380</i>
Lima (regional)	2,021	801	1,822	899	125	5,668	<i>346</i>
Mexico City (regional)	6,636	11,433	3,090	1,344	407	22,910	<i>1,398</i>
Washington (regional)	2,339	137	4,431	733	36	7,675	<i>468</i>
New York	-	-	3,056	-	-	3,056	<i>187</i>
TOTAL (IN KCHF)	25,319	28,306	20,350	8,242	1,453	83,670	<i>5,107</i>

ASIA AND THE PACIFIC

All figures in this table are in thousand Swiss francs (KCHF).

2017 FIELD BUDGET							
	PROGRAMME					TOTAL 2017 BUDGET	<i>of which overheads</i>
	PROTECTION	ASSISTANCE	PREVENTION	COOPERATION	GENERAL		
Afghanistan	15,204	69,905	5,162	2,172	990	93,433	<i>5,702</i>
Bangladesh	2,156	4,939	1,473	692	159	9,419	<i>575</i>
Myanmar	6,203	22,060	2,952	2,182	460	33,857	<i>2,066</i>
Pakistan	1,499	9,606	3,634	2,128	217	17,084	<i>1,043</i>
Philippines	4,148	9,006	2,760	1,072	325	17,311	<i>1,056</i>
Sri Lanka	3,766	4,478	852	385	118	9,599	<i>586</i>
Bangkok (regional)	3,934	5,039	3,298	1,181	494	13,945	<i>851</i>
Beijing (regional)	210	9,161	5,187	1,497	99	16,154	<i>986</i>
Jakarta (regional)	537	400	2,596	777	49	4,360	<i>266</i>
Kuala Lumpur (regional)	1,554	947	3,321	700	166	6,687	<i>408</i>
New Delhi (regional)	2,970	6,265	3,600	1,110	753	14,697	<i>897</i>
Suva (regional)	2,473	2,404	2,871	1,539	119	9,407	<i>574</i>
TOTAL (IN KCHF)	44,654	144,210	37,706	15,434	3,949	245,952	<i>15,011</i>

EUROPE AND CENTRAL ASIA

All figures in this table are in thousand Swiss francs (KCHF).

2017 FIELD BUDGET

	PROGRAMME					TOTAL 2017 BUDGET	<i>of which overheads</i>
	PROTECTION	ASSISTANCE	PREVENTION	COOPERATION	GENERAL		
Armenia	723	1,303	539	750	62	3,376	206
Azerbaijan	3,003	5,933	978	652	80	10,647	650
Georgia	2,075	4,869	870	301	86	8,200	500
Ukraine	7,608	47,035	3,417	1,921	259	60,241	3,677
Moscow (regional)	2,361	7,356	3,402	1,674	88	14,882	908
Paris (regional)	6,347	1,128	2,657	745	35	10,912	666
Tashkent (regional)	3,367	5,777	2,410	1,307	132	12,993	793
Western Balkans (regional)	3,856	271	684	753	81	5,646	345
Brussels	146	-	3,113	261	14	3,535	216
London	2,368	-	1,464	425	30	4,287	262
TOTAL (IN KCHF)	31,854	73,672	19,534	8,791	868	134,719	8,222

NEAR AND MIDDLE EAST

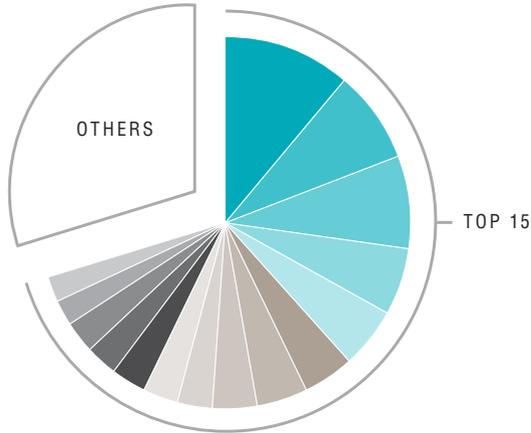
All figures in this table are in thousand Swiss francs (KCHF).

2017 FIELD BUDGET							
	PROGRAMME					TOTAL 2017 BUDGET	<i>of which overheads</i>
	PROTECTION	ASSISTANCE	PREVENTION	COOPERATION	GENERAL		
Egypt	562	1,439	1,085	543	106	3,734	228
Iran, Islamic Republic of	1,239	1,652	2,170	418	62	5,541	338
Iraq	17,165	98,319	7,657	1,451	404	124,997	7,629
Israel and the Occupied Territories	16,415	23,542	6,531	2,933	260	49,682	3,032
Jordan	3,355	25,102	3,274	1,418	607	33,756	2,060
Lebanon	5,055	37,372	2,149	3,331	299	48,206	2,942
Syrian Arab Republic	4,280	164,648	3,025	5,825	326	178,104	10,870
Yemen	4,927	35,482	4,653	3,216	212	48,490	2,959
Kuwait (regional)	2,135	486	2,591	931	213	6,356	388
TOTAL (IN KCHF)	55,134	388,041	33,136	20,067	2,489	498,866	30,447

15 LARGEST OPERATIONS

IN TERMS OF BUDGET

TOTAL ICRC FIELD BUDGET: CHF 1,612.1 MILLION



15 LARGEST OPERATIONS: CHF 1,108.4 MILLION
(69% OF THE TOTAL FIELD BUDGET)

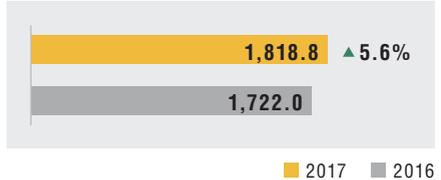
	CONTEXT	INITIAL BUDGET (IN CHF MILLION)
1	Syrian Arab Republic	178.1
2	South Sudan	126.0
3	Iraq	125.0
4	Afghanistan	93.4
5	Nigeria	81.7
6	Somalia	72.5
7	Congo, Democratic Republic of the	68.6
8	Ukraine	60.2
9	Israel and the Occupied Territories	49.7
10	Yemen	48.5
11	Lebanon	48.2
12	Central African Republic	45.4
13	Mali	43.4
14	Myanmar	33.9
15	Jordan	33.8

COMPARATIVE DATA

ICRC BUDGETS 2016–2017

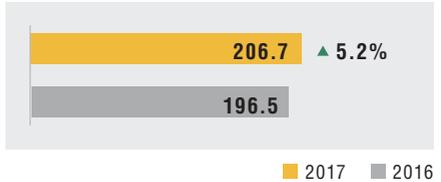
(IN CHF MILLION)

TOTAL BUDGET



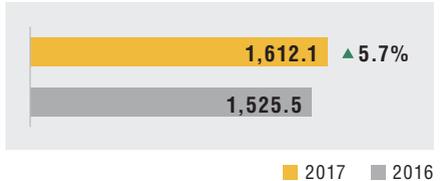
Headquarters

The ICRC's budget of **CHF 206.7 million** for its headquarters activities in 2017 represents an increase of **CHF 10.1 million** over the initial headquarters budget for 2016.



Field operations

The ICRC's budget of **CHF 1,612.1 million** for its field operations in 2017 represents an increase of **CHF 86.6 million** over the initial field budget for 2016.



Note: The figures in this section have been rounded off. They may vary slightly from the amounts presented in other documents, and sum totals may be slightly different from the totals presented.

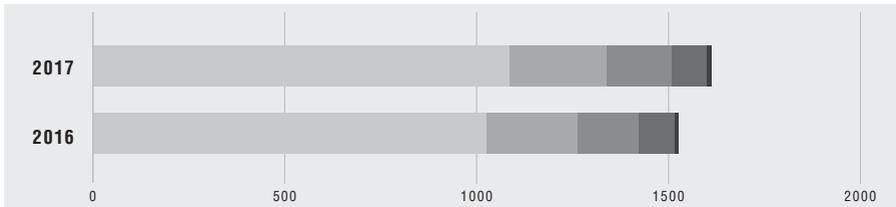
COMPARATIVE BREAKDOWN OF THE FIELD BUDGET

BY GEOGRAPHICAL REGION (IN CHF MILLION)



	2017 INITIAL BUDGET	2016 INITIAL BUDGET	% INCREASE/DECREASE
■ Africa	648.9	609.8	▲6%
■ Near And Middle East	498.9	465.4	▲7%
■ Asia and the Pacific	246.0	236.3	▲4%
■ Europe and Central Asia	134.7	133.8	▲1%
■ Americas	83.6	80.2	▲4%
TOTAL	1,612.1	1,525.5	

BY PROGRAMME (IN CHF MILLION)



	2017 INITIAL BUDGET	2016 INITIAL BUDGET	% INCREASE/DECREASE
■ Assistance	1,085.3	1,025.0	▲6%
■ Protection	252.0	236.6	▲7%
■ Prevention	170.5	160.7	▲6%
■ Cooperation	91.3	91.6	▼0.3%
■ General	13.0	11.6	▲12%
TOTAL	1,612.1	1,525.5	

SIGNIFICANT INCREASES/DECREASES PER REGION 2016–2017

NEAR AND MIDDLE EAST

		IN CHF MILLION	%
Syrian Arab Republic	▲	26.7	18%
Lebanon	▲	6.4	15%
Iraq	▲	5.5	5%
Israel and the Occupied Territories	▼	2.3	4%
Kuwait (regional)	▼	0.7	10%
Egypt	▼	0.4	9%

EUROPE AND CENTRAL ASIA

		IN CHF MILLION	%
Paris (regional)	▲	4.5	69%
Azerbaijan	▲	3.1	41%
Armenia	▲	0.9	34%
Western Balkans (regional)	▲	0.7	14%
Ukraine	▼	4.1	6%

AMERICAS

		IN CHF MILLION	%
Mexico City (regional)	▲	3.8	20%
Colombia	▼	2.6	9%
Haiti	▼	1.3	45%

AFRICA

		IN CHF MILLION	%
Nigeria	▲	15.6	24%
Niger	▲	8.8	38%
Libya	▲	8.7	63%
Yaoundé	▲	4.1	22%
Burundi	▲	3.8	57%
Chad	▲	3.1	41%
Central African Republic	▲	2.0	5%
Congo, Democratic Republic of the	▲	2.0	3%
Liberia	▼	2.6	44%
Guinea	▼	2.0	28%

ASIA AND THE PACIFIC

		IN CHF MILLION	%
Afghanistan	▲	5.0	6%
Bangladesh	▲	1.3	15%
Pakistan	▼	0.7	4%
New Delhi (regional)	▼	0.5	4%

15 LARGEST OPERATIONS

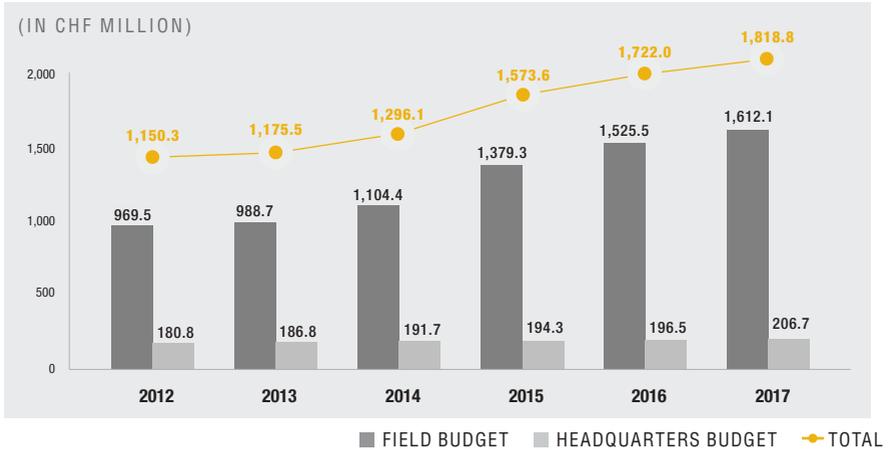
IN TERMS OF BUDGET

(IN CHF MILLION)

RANK	CONTEXT	2017 INITIAL BUDGET	2016 REVISED BUDGET	2017 VS 2016 REVISED BUDGET % INCREASE/ DECREASE	2016 INITIAL BUDGET	2017 VS 2016 INITIAL BUDGET % INCREASE/ DECREASE
1	Syrian Arab Republic	178.1	176.6	▲ 0.85%	151.4	▲ 17.64%
2	South Sudan	126.0	-	-	129.1	▼ 2.04%
3	Iraq	125.0	-	-	119.5	▲ 4.60%
4	Afghanistan	93.4	-	-	88.4	▲ 5.66%
5	Nigeria	81.7	77.2	▲ 5.83%	66.1	▲ 23.60%
6	Somalia	72.5	-	-	73.7	▼ 1.63%
7	Congo, Democratic Republic of the	68.6	-	-	66.5	▲ 3.16%
8	Ukraine	60.2	-	-	64.3	▼ 6.38%
9	Israel and the Occupied Territories	49.7	-	-	52.0	▼ 4.42%
10	Yemen	48.5	-	-	49.4	▼ 1.82%
11	Lebanon	48.2	-	-	41.8	▲ 15.3%
12	Central African Republic	45.4	-	-	43.4	▲ 4.61%
13	Mali	43.4	-	-	44.5	▼ 2.47%
14	Myanmar	33.9	-	-	33.7	▲ 0.59%
15	Jordan	33.8	42.4	▼ 20.28%	34.5	▼ 20.28%
TOTAL TOP 15		1,108.4			1,058.5	
TOTAL APPEALS		1,612.1			1,525.5	
Top 15 as proportion of total		69%			69%	

EVOLUTION OF THE ICRC'S BUDGET 2012–2017¹

The ICRC prepares its budget on the basis of three fundamental considerations: the humanitarian needs in the contexts where it works; its capacity to deliver, including factors such as access and proximity to those in need, and human resources; and the level of support from its donors.



The graph above shows the evolution of the ICRC's budgets from 2012 to 2017.

Notably:

- ▶ 58% total budget growth from 2012 to 2017
- ▶ 66% field budget growth from 2012 to 2017
 - 10.6% field budget increase between 2015 and 2016
 - 5.6% increase between 2016 and 2017
- ▶ 14% headquarters budget growth from 2012 to 2017

This path of measured growth reflects the ICRC's ambition to step up its response to ever-increasing humanitarian needs, and is in line with the priorities set out in the Institutional Strategy 2015–2018.

Despite its ambitious budgets, the ICRC has managed to preserve the quality of its humanitarian programmes and to consistently demonstrate its ability to deliver on its objectives and plans of action: its average implementation rate² for the past four years exceeds 91%.

1. Based on the initial budgets published in the ICRC's yearly appeals.

2. Implementation rate = expenditure/budget x 100.

EARMARKING

EARMARKING

Earmarking is the practice whereby donors require that their funds be allocated for the ICRC in general; for the *Appeals: Operations* or *Appeals: Headquarters*; for a particular region, country or programme; or for the purchase of specific goods.

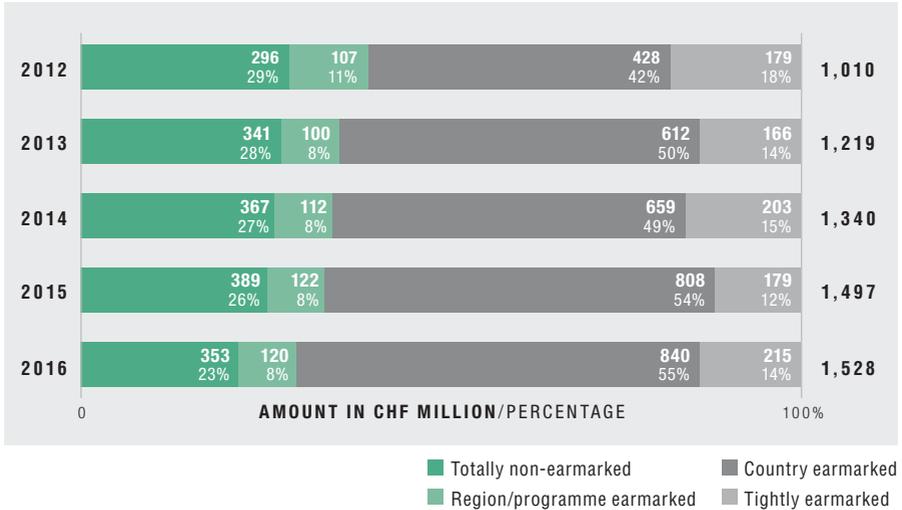
The table below shows the overall framework agreed with donors for the earmarking levels of cash contributions to the ICRC:

LEVEL OF EARMARKING	RANGE/RESTRICTIONS
None	general ICRC; ICRC field or headquarters budget
Region	one of the five geographical regions: Africa, Americas, Asia and the Pacific, Europe and Central Asia, Near and Middle East
Programme	one of the four programmes: Protection, Assistance, Prevention, Cooperation
Programme and region	one of the four programmes for one of the five geographical regions
Operation	one of the ICRC's field operations

The quality of funding is measured by the margin that the ICRC has in deciding how to allocate a donor's contribution. For the ICRC to meet needs effectively, flexible funding-related policies remain essential, as they correlate directly with the ICRC's ability to maintain its independence and rapid-response capacity.

EVOLUTION OF EARMARKING 2012–2016

The chart below illustrates the earmarking levels of cash contributions for ICRC headquarters and field operations from 2012 to 2016. It shows a worrying trend for the ICRC: the combined level of non-earmarked and region/programme-earmarked funding has been falling steadily for the past five years. Constituting 40% of total cash contributions in 2012, non-earmarked and region/programme-earmarked funding dipped to 36% in 2013, 35% in 2014 and 34% in 2015; at the time of writing, the level stands at 31% of cash contributions for 2016².



Experience has shown that the ICRC’s operational flexibility decreases in direct proportion to the degree of earmarking stipulated by donors, to the detriment of the people that the ICRC is trying to help. For instance, a disproportionate focus on country-level earmarking could result in a lack of funding for operations in contexts that do not fall within the scope of mainstream diplomatic interests or are not widely covered by the media. Moreover, earmarked contributions are often accompanied by rigorous project implementation timetables and stringent reporting requirements. The ICRC thus prefers non-earmarked funding, which is crucial to maintaining the organization’s capacity to operate independently and to adapt its activities to rapidly changing situations and evolving needs.

The ICRC encourages donors to ease their constraints, and maintains its commitment to use funds as efficiently as possible, solely on the basis of needs. It is the organization’s objective to increase, with its donors’ help, the level of non-earmarked contributions in 2017, thereby ensuring its ability to meet the ever-growing humanitarian needs engendered by armed conflicts and other situations of violence around the world.

2. Based on contributions pledged and received as at 17 November 2016.

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.



ICRC

International Committee of the Red Cross
External Resources Division
19, avenue de la Paix
1202 Geneva, Switzerland
T + 41 22 734 60 01 F + 41 22 733 20 57
Email: gva_rex_chf@icrc.org www.icrc.org
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