



# APPEALS 2021

## OVERVIEW



ICRC

## **MISSION**

The International Committee of the Red Cross (ICRC) is a neutral, impartial 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. It 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.

# **APPEALS 2021**

## **OVERVIEW**



Myanmar. An ICRC team visits newly displaced families in Myebon township to explain the organization's activities and to take note of their needs.

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The boundaries, names and designations used in this document do not imply official endorsement nor express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.

The financial figures have been rounded off and may vary slightly from the amounts presented in other documents. Sum totals may be marginally different from the totals presented.




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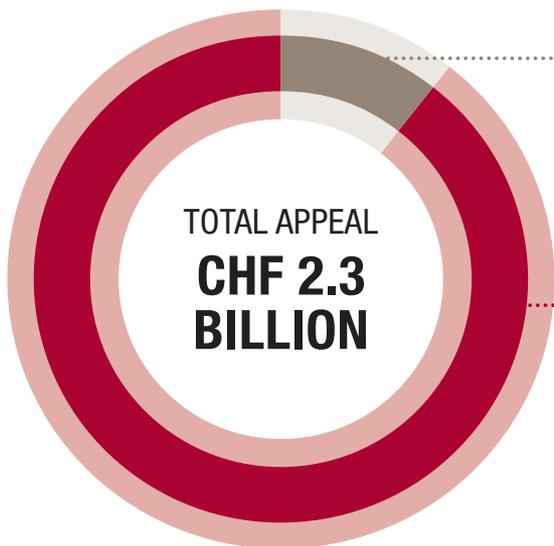
# ICRC APPEALS 2021

The ICRC is appealing for **2.3 billion Swiss francs** for its activities in favour of people affected by armed conflict and other situations of violence around the world.



H. Birhanu/ICRC

Ethiopia. A woman whose family had been displaced by conflict gives a status update on her maize farm, which she cultivated with seeds and financial support from the ICRC and the Ethiopian Red Cross Society. “I expect to get a harvest which will be enough to feed my kids and send them back to school.”



TOTAL APPEAL  
**CHF 2.3  
BILLION**

HEADQUARTERS

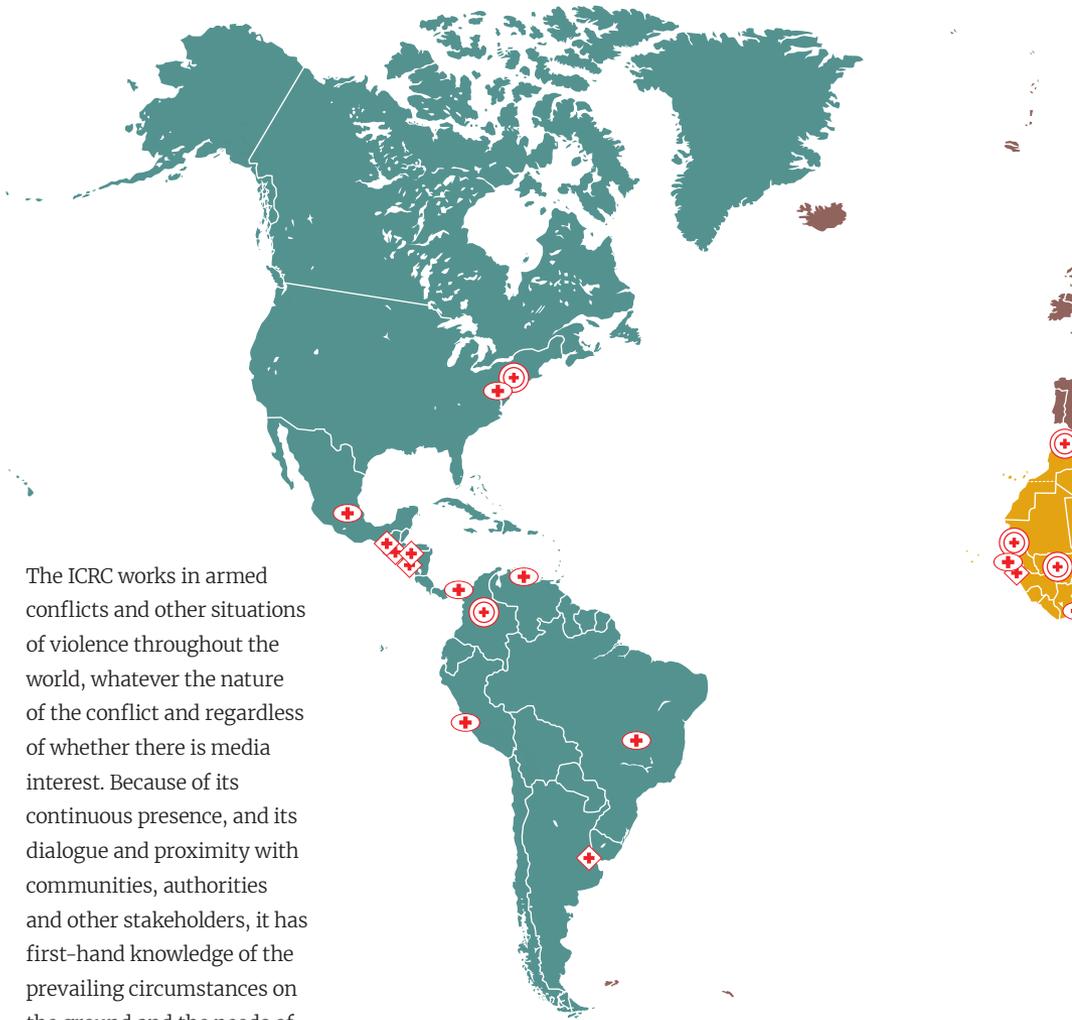
**CHF 241.7 MILLION**

FIELD OPERATIONS

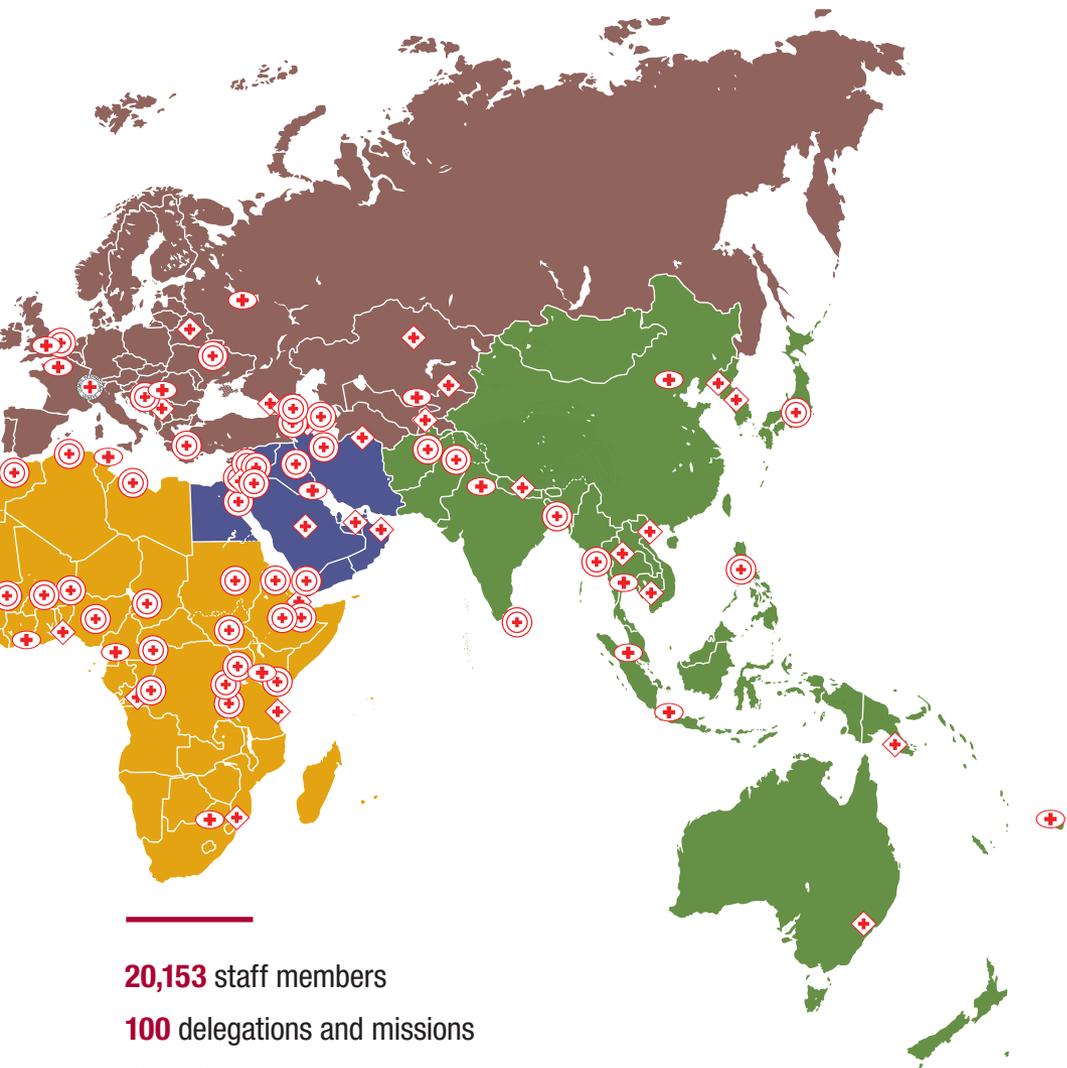
**CHF 2,037.7 MILLION**

# THE ICRC AROUND THE WORLD

The ICRC works in armed conflicts and other situations of violence throughout the world, whatever the nature of the conflict and regardless of whether there is media interest. Because of its continuous presence, and its dialogue and proximity with communities, authorities and other stakeholders, it has first-hand knowledge of the prevailing circumstances on the ground and the needs of the people affected.



-  ICRC headquarters
-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission



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**20,153** staff members

**100** delegations and missions

Over **100** countries

# ICRC STRATEGY 2019–2022

The *Institutional Strategy 2019–2022* remains the compass for the ICRC’s action over the next two years. It guides the organization in preventing and alleviating the suffering of people and communities affected by armed conflict and violence, and in delivering relevant and sustainable humanitarian impact.





Syrian Arab Republic. Tens of thousands of people in Hassakeh, in the north-east, have daily access to clean water from tanks installed by the ICRC and the Syrian Arab Red Crescent.

# BREAKDOWN OF THE BUDGET

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**HEADQUARTERS**

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**FIELD OPERATIONS**

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**REGIONAL OVERVIEW**

Africa  
Americas  
Asia and the Pacific  
Europe and Central Asia  
Near and Middle East

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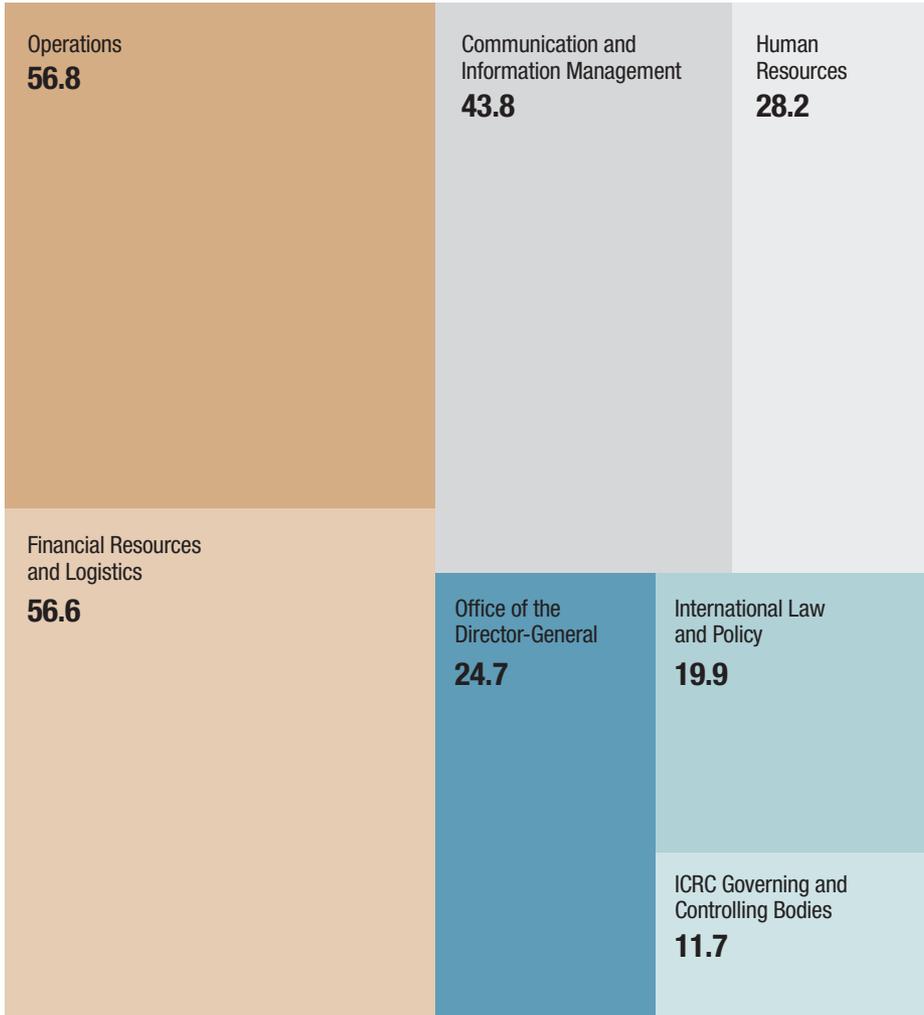
**10 LARGEST OPERATIONS**

# HEADQUARTERS

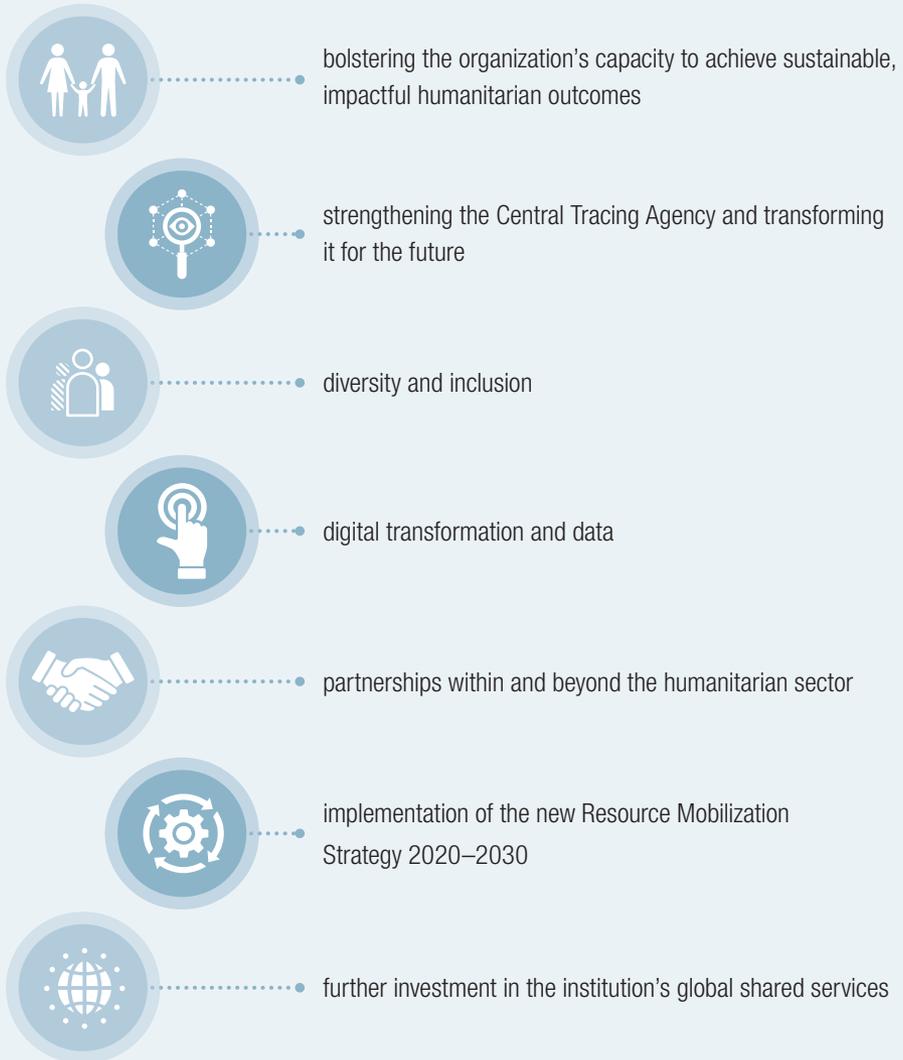
TOTAL HEADQUARTERS BUDGET:  
**CHF 241.7 MILLION**

## BUDGET BREAKDOWN BY DEPARTMENT

in CHF millions



## Seven priority areas for investment to ensure the ICRC remains fit for purpose in the years to come:



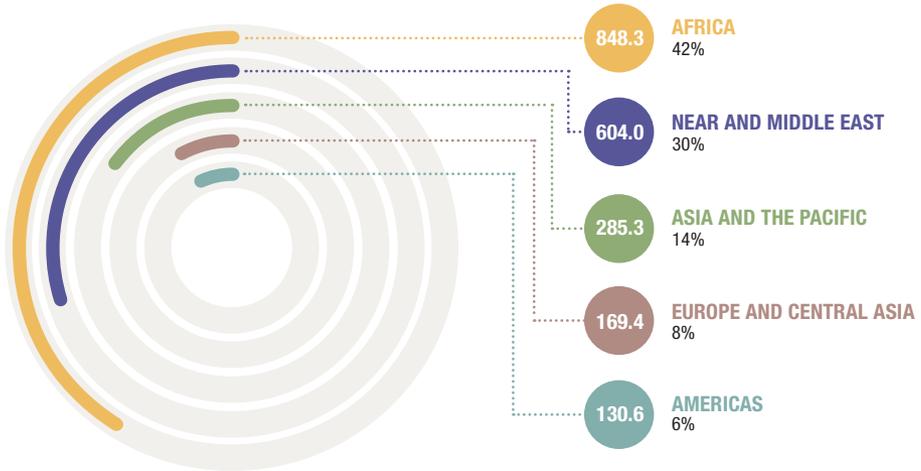
# FIELD OPERATIONS

TOTAL FIELD BUDGET:  
CHF 2,037.7 MILLION

## BUDGET BREAKDOWN

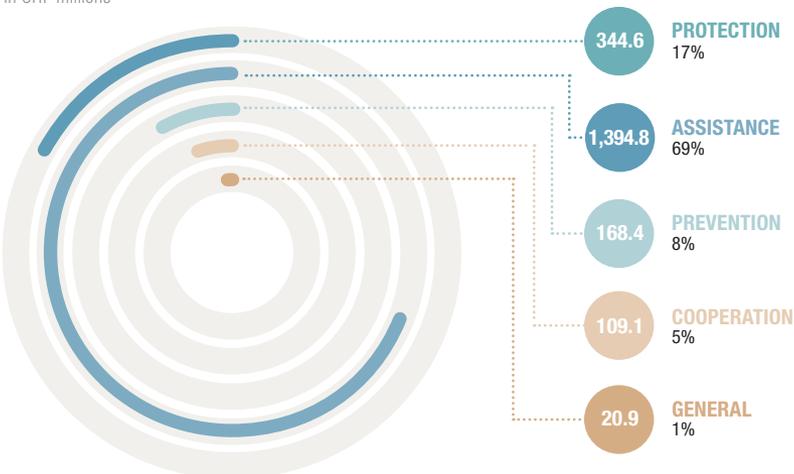
### BY GEOGRAPHICAL REGION

in CHF millions



### BY PROGRAMME

in CHF millions



## PROTECTION: PRIORITY AREAS



**PROTECTION OF THE CIVILIAN POPULATION**



**DETENTION**



**MISSING PERSONS AND FORENSICS**

## ASSISTANCE: KEY TARGETS

### ECONOMIC SECURITY



**Food consumption**  
3,008,296 people<sup>1</sup>



**Food production**  
5,379,875 people



**Income support**  
1,522,559 people



**Living conditions**  
4,794,437 people<sup>1</sup>



**Capacity-building**  
203,392 people

### WATER AND HABITAT



**In civilian communities**  
26,591,784 people



**In places of detention**  
263,938 people



**In health facilities**  
18,406 beds (capacity)

### HEALTH



**Health centres**  
635 structures supported



**Hospitals**  
483 structures supported



**Physical rehabilitation**  
336 projects supported

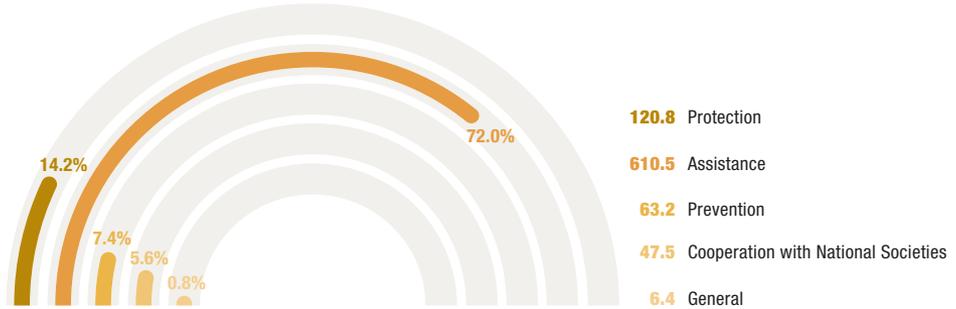
1. Civilians and detainees

# AFRICA

TOTAL 2021 BUDGET:  
**CHF 848.3 million**

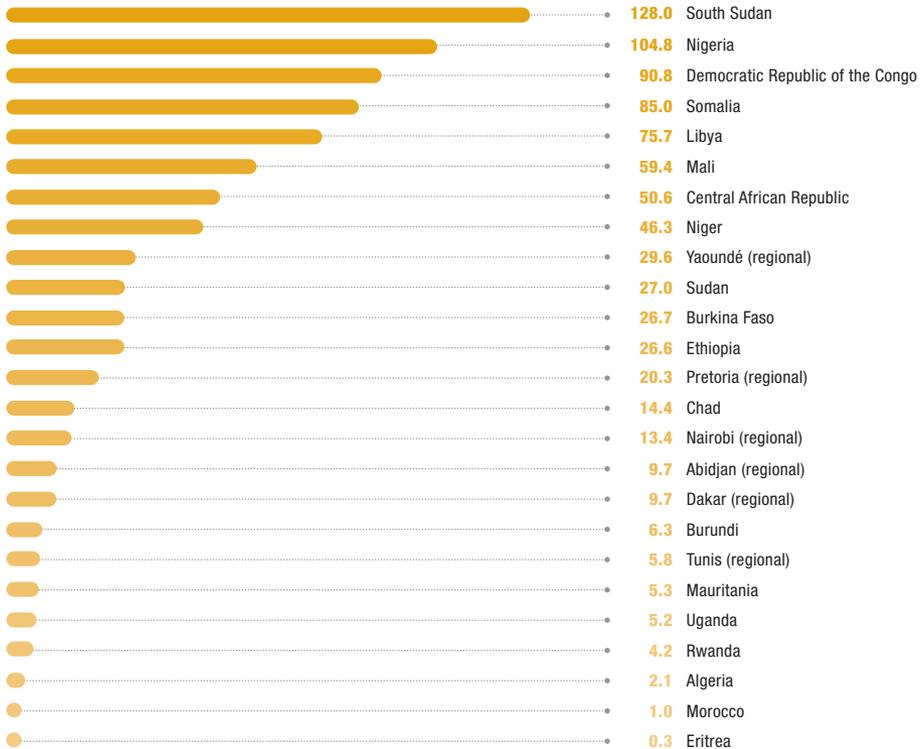
## BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



## BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## OPERATIONAL HIGHLIGHTS and key assistance targets



Sahel region



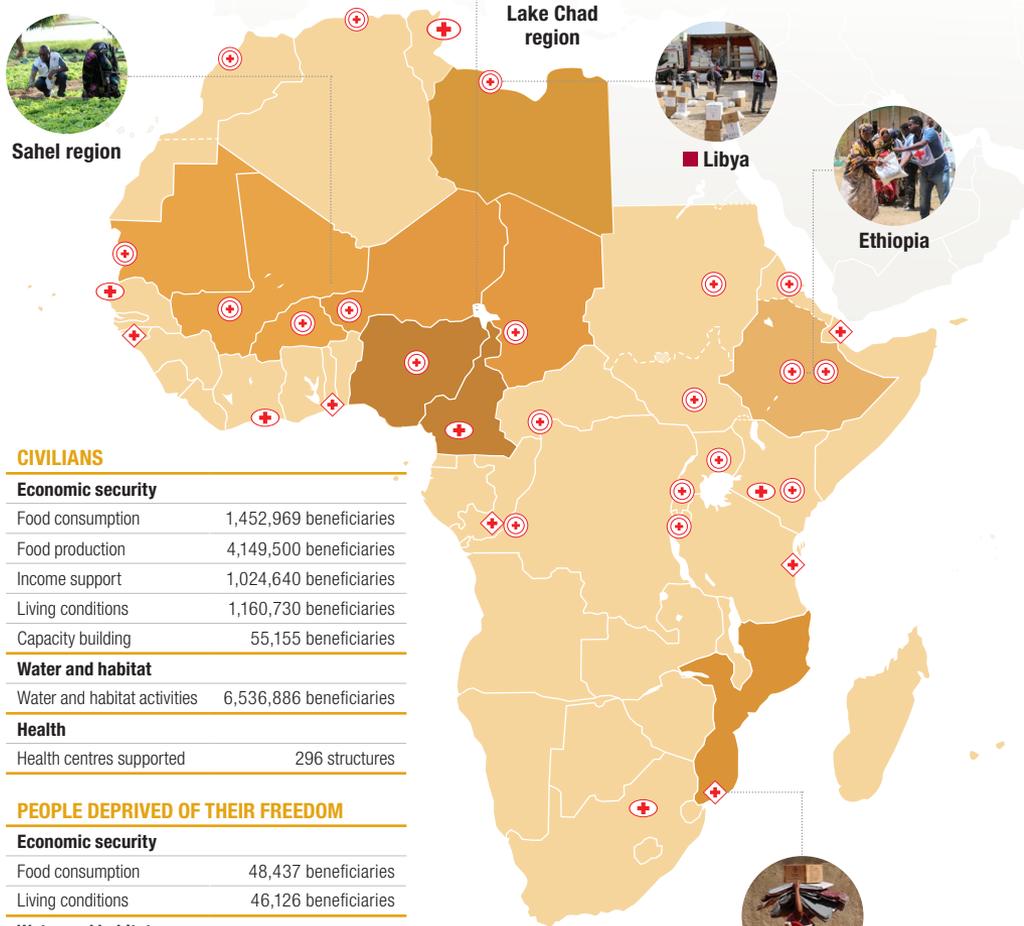
Lake Chad region



Libya



Ethiopia



### CIVILIANS

#### Economic security

Food consumption	1,452,969 beneficiaries
Food production	4,149,500 beneficiaries
Income support	1,024,640 beneficiaries
Living conditions	1,160,730 beneficiaries
Capacity building	55,155 beneficiaries

#### Water and habitat

Water and habitat activities	6,536,886 beneficiaries
------------------------------	-------------------------

#### Health

Health centres supported	296 structures
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### PEOPLE DEPRIVED OF THEIR FREEDOM

#### Economic security

Food consumption	48,437 beneficiaries
Living conditions	46,126 beneficiaries

#### Water and habitat

Water and habitat activities	119,313 beneficiaries
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### WOUNDED AND SICK

#### Medical care

Hospitals supported	141 structures
---------------------	----------------

#### Physical rehabilitation

Projects supported	122 projects
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#### Water and habitat

Water and habitat activities	3,579 beds
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Mozambique

- ICRC delegation
- ICRC regional delegation
- ICRC mission
- among the 10 largest operations

# AMERICAS

TOTAL 2021 BUDGET:  
**CHF 130.6 million**

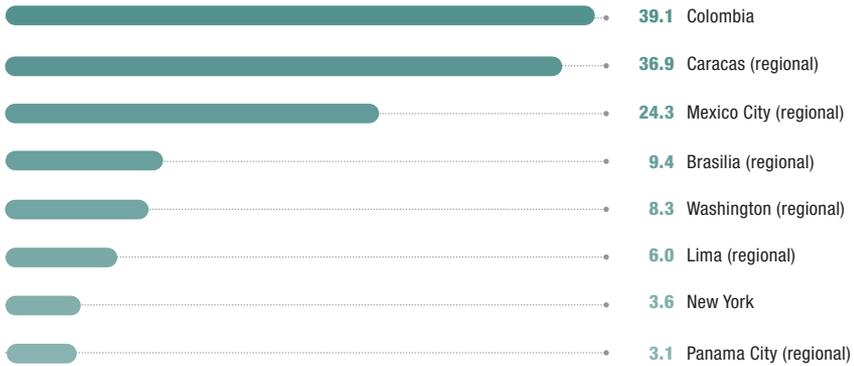
## BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



## BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## OPERATIONAL HIGHLIGHTS and key assistance targets

### CIVILIANS

#### Economic security

Food consumption	31,300 beneficiaries
Food production	10,800 beneficiaries
Income support	11,670 beneficiaries
Living conditions	22,250 beneficiaries

#### Water and habitat

Water and habitat activities	587,520 beneficiaries
------------------------------	-----------------------

#### Health

Health centres supported	29 structures
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### PEOPLE DEPRIVED OF THEIR FREEDOM

#### Economic security

Food consumption	6,000 beneficiaries
Living conditions	11,000 beneficiaries

#### Water and habitat

Water and habitat activities	32,188 beneficiaries
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### WOUNDED AND SICK

#### Medical care

Hospitals supported	33 structures
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#### Physical rehabilitation

Projects supported	35 projects
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#### Water and habitat

Water and habitat activities	2,213 beds
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Colombia



Venezuela

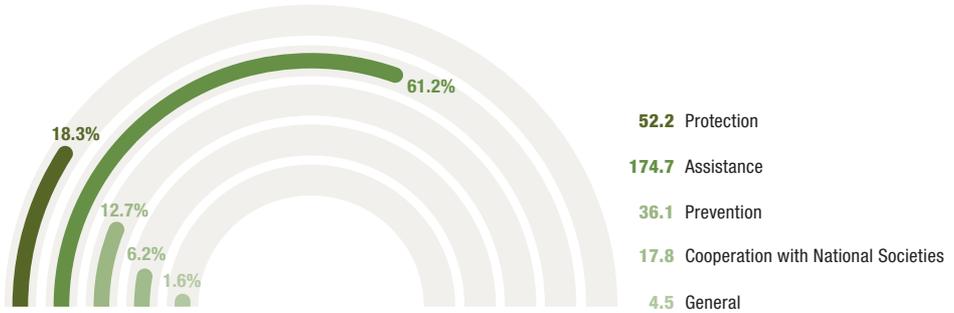
-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission

# ASIA AND THE PACIFIC

TOTAL 2021 BUDGET:  
**CHF 285.3 million**

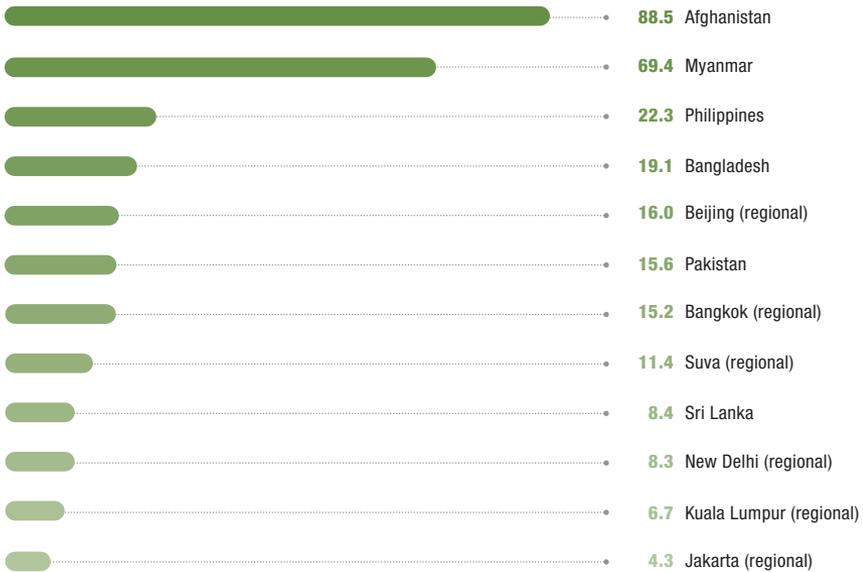
## BUDGET BREAKDOWN BY PROGRAMME

in CHF millions

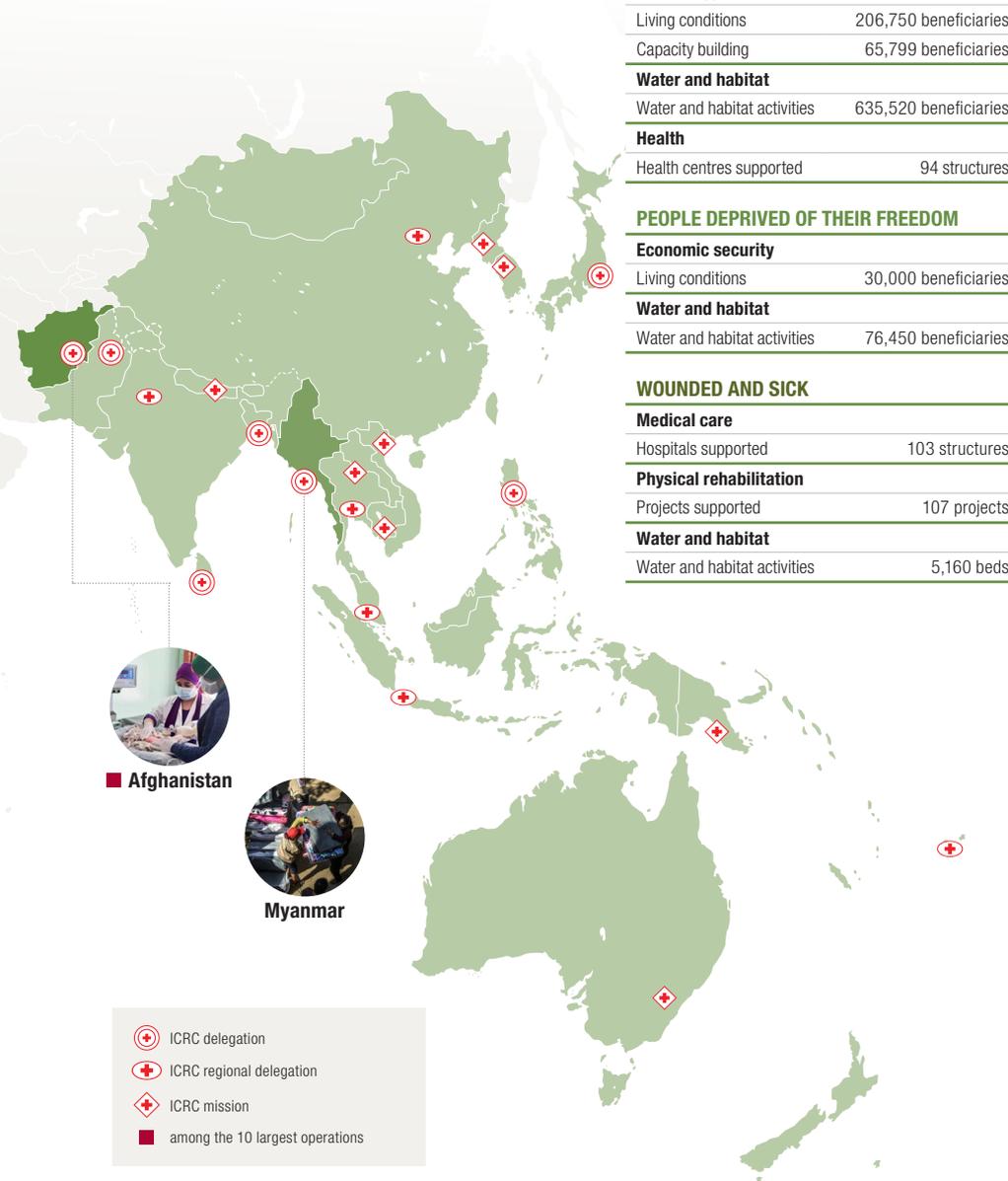


## BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## OPERATIONAL HIGHLIGHTS and key assistance targets



- ICRC delegation
- ICRC regional delegation
- ICRC mission
- among the 10 largest operations

### CIVILIANS

Economic security	
Food consumption	138,750 beneficiaries
Food production	152,100 beneficiaries
Income support	140,447 beneficiaries
Living conditions	206,750 beneficiaries
Capacity building	65,799 beneficiaries

Water and habitat	
Water and habitat activities	635,520 beneficiaries

Health	
Health centres supported	94 structures

### PEOPLE DEPRIVED OF THEIR FREEDOM

Economic security	
Living conditions	30,000 beneficiaries

Water and habitat	
Water and habitat activities	76,450 beneficiaries

### WOUNDED AND SICK

Medical care	
Hospitals supported	103 structures

Physical rehabilitation	
Projects supported	107 projects

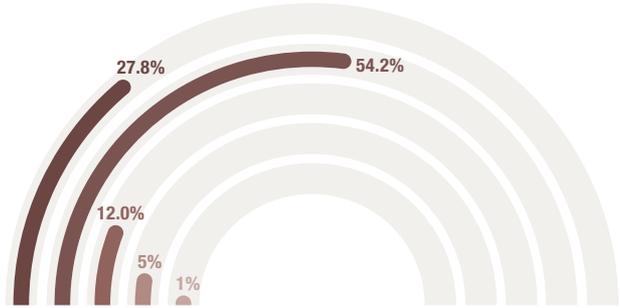
Water and habitat	
Water and habitat activities	5,160 beds

# EUROPE AND CENTRAL ASIA

TOTAL 2021 BUDGET:  
**CHF 169.4 million**

## BUDGET BREAKDOWN BY PROGRAMME

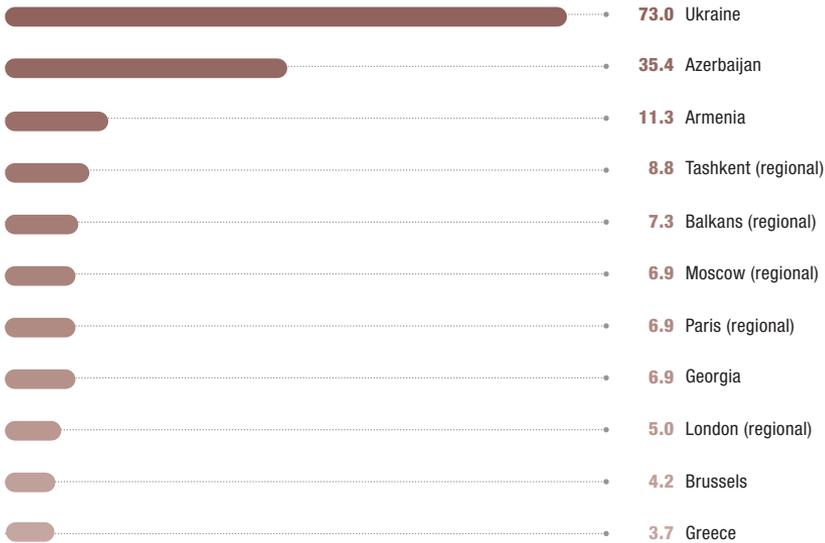
in CHF millions



- 47.1** Protection
- 91.8** Assistance
- 20.3** Prevention
- 9.2** Cooperation with National Societies
- 1.0** General

## BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## OPERATIONAL HIGHLIGHTS and key assistance targets

### CIVILIANS

#### Economic security

Food consumption	38,000 beneficiaries
Food production	71,675 beneficiaries
Income support	104,407 beneficiaries
Living conditions	76,956 beneficiaries
Capacity building	6 beneficiaries

#### Water and habitat

Water and habitat activities	1,142,646 beneficiaries
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#### Health

Health centres supported	61 structures
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### PEOPLE DEPRIVED OF THEIR FREEDOM

#### Economic security

Food consumption	2,640 beneficiaries
Living conditions	14,210 beneficiaries

#### Water and habitat

Water and habitat activities	7,855 beneficiaries
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### WOUNDED AND SICK

#### Medical care

Hospitals supported	46 structures
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#### Physical rehabilitation

Projects supported	10 projects
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#### Water and habitat

Water and habitat activities	3,225 beds
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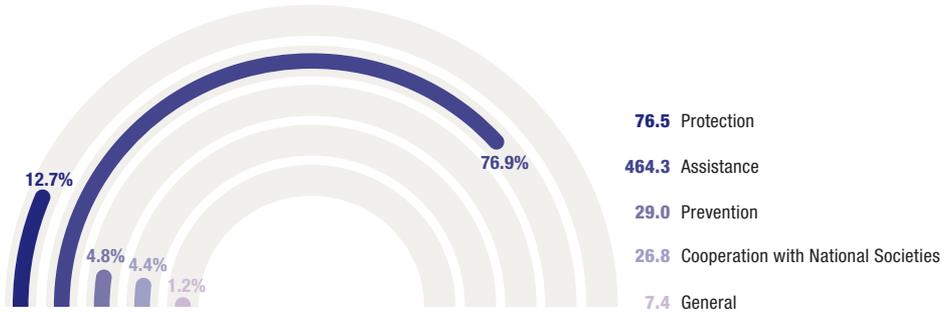


# NEAR AND MIDDLE EAST

TOTAL 2021 BUDGET:  
**CHF 604.0 million**

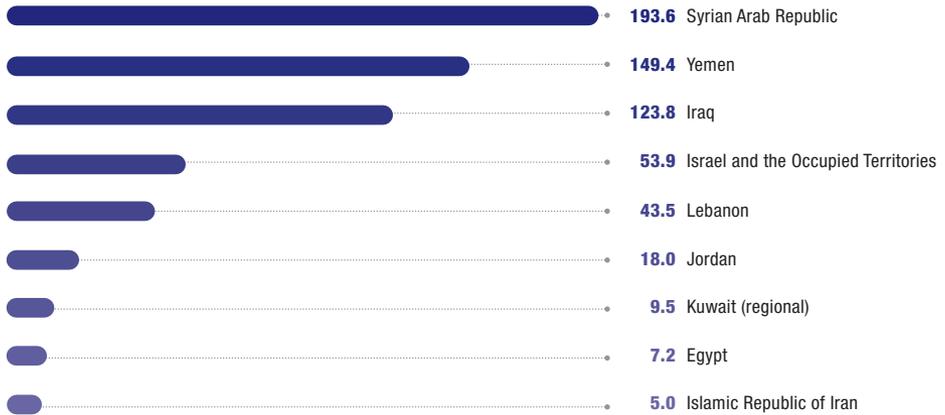
## BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



## BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## OPERATIONAL HIGHLIGHTS and key assistance targets

### CIVILIANS

#### Economic security

Food consumption	1,285,700 beneficiaries
Food production	995,800 beneficiaries
Income support	241,395 beneficiaries
Living conditions	3,144,950 beneficiaries
Capacity building	82,432 beneficiaries

#### Water and habitat

Water and habitat activities	17,689,212 beneficiaries
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#### Health

Health centres supported	155 structures
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### PEOPLE DEPRIVED OF THEIR FREEDOM

#### Economic security

Food consumption	4,500 beneficiaries
Living conditions	81,465 beneficiaries

#### Water and habitat

Water and habitat activities	28,132 beneficiaries
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### WOUNDED AND SICK

#### Medical care

Hospitals supported	160 structures
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#### Physical rehabilitation

Projects supported	62 projects
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#### Water and habitat

Water and habitat activities	4,229 beds
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-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission
-  among the 10 largest operations



**Israel and the Occupied Territories**



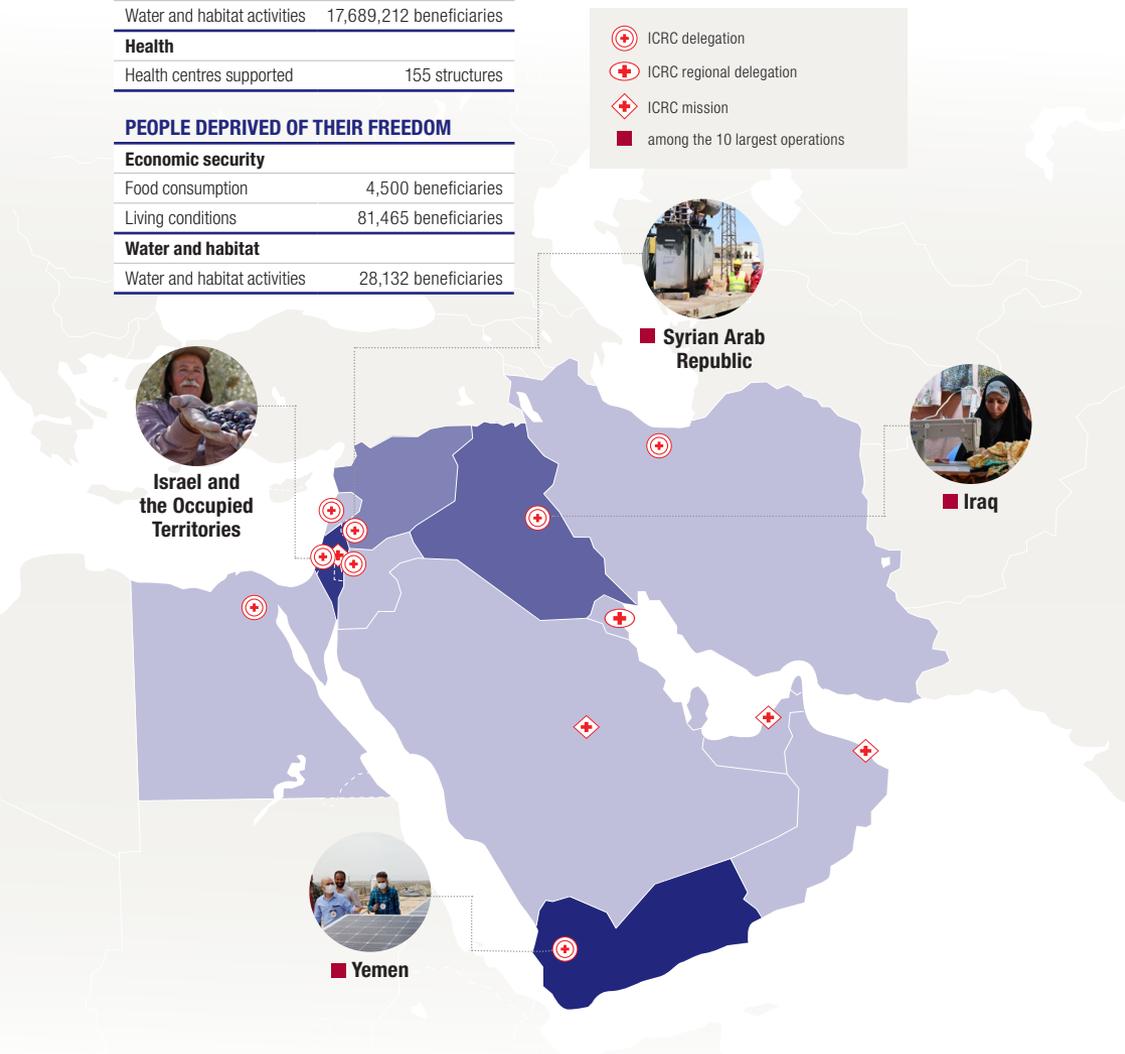
**Syrian Arab Republic**



**Iraq**



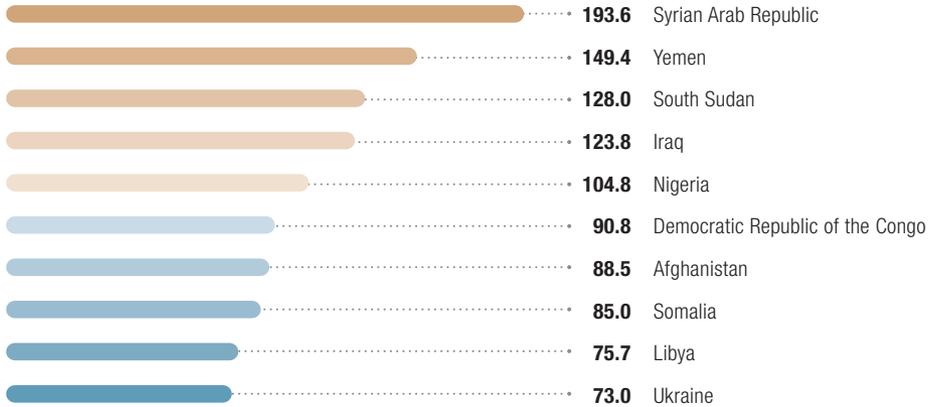
**Yemen**



# 10 LARGEST OPERATIONS

## IN TERMS OF BUDGET

in CHF millions



ICRC

Iraq. Conflict-affected people line up to receive ICRC cash assistance in Mosul City. To help returnees, internally displaced people or residents protect or supplement their income, the ICRC gives them cash that they can use to pay for basic expenses or to start small businesses.



A. Mohamed/ICRC

Somalia. The ICRC works with cooperatives to supply beekeeping communities with beehive boxes, protective gear, tools and training. The aim is to increase their honey production and, ultimately, their income, helping them cover their families' food, health or other expenses and become self-reliant.

# COMPARATIVE DATA

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**EVOLUTION OF THE ICRC'S  
BUDGET 2012–2021**

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**ICRC BUDGETS 2020–2021**

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**COMPARATIVE BREAKDOWN OF  
THE FIELD BUDGET**

By programme

By geographical region

Comparative data based on the initial budgets published in the ICRC's appeals (not including budget extensions).

# EVOLUTION OF THE ICRC'S BUDGET<sup>2</sup> 2012–2020

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 the level of support from its donors and partners.

This has enabled the ICRC to define highly accurate plans and budgets to sustain its operations: its average implementation rate<sup>3</sup> for the past 10 years has been over 90%.



2. Comparative data based on the initial budgets published in the ICRC's appeals (not including budget extensions)

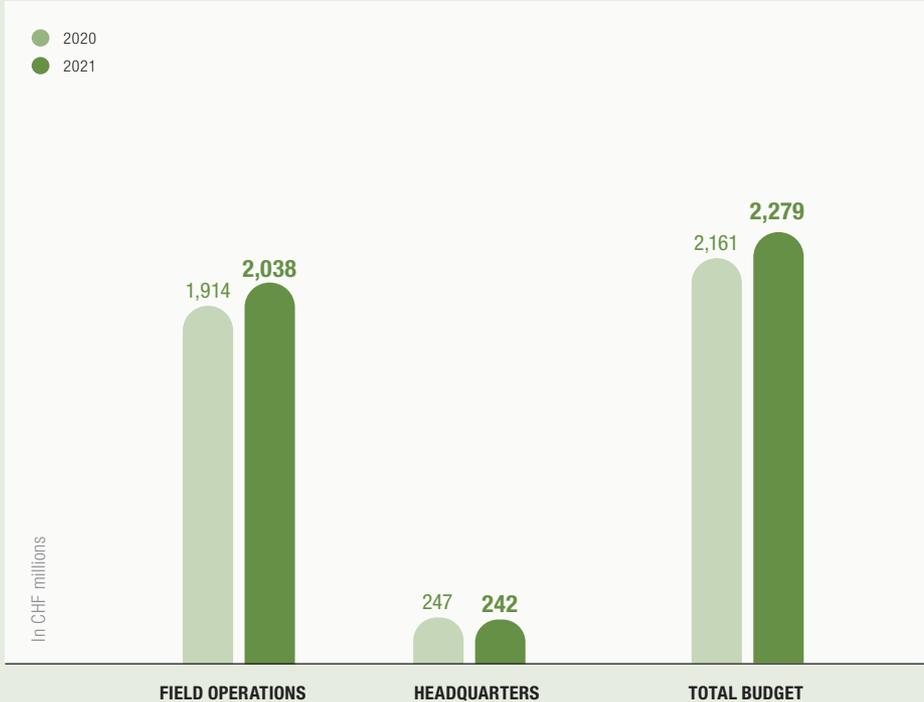
3. Implementation rate = (total expenditure / final budget) x 100

The ICRC's mandate and institutional strategy anchor the bottom-up assessment of humanitarian needs in each of the contexts where it works. It puts the people affected at the centre of its response, creating space for them to co-design activities that take into account their specific concerns, priorities and abilities. It seeks to understand the viewpoints of different groups of people and to continuously inform, adapt and improve its response accordingly.

Nigeria. This mother has not heard from her daughter since 2014, when conflict erupted in their village, causing them to become separated. She tells an ICRC delegate about her concerns and daily life in a settlement for internally displaced people.



# ICRC BUDGET<sup>4</sup> 2020–2021



The 2021 headquarters budget marks a decrease of CHF 4.7 million (1.9%) compared with the initial budget for 2020. As in 2020, the reduction entailed cost-cutting and cost-optimization exercises in order to carve out space for targeted growth in critical areas.

The 2021 field budget marks an increase of CHF 123.4 million (6.4%) compared with the initial budget for 2020. It reflects the increasing humanitarian needs linked to conflict and violence across the world, many of which continue to be exacerbated by the climate crisis and

4. Comparative data based on the initial budgets published in the ICRC's appeals (not including budget extensions).

are now further compounded by the COVID-19 pandemic – both its attendant public health consequences and its broader socioeconomic impact. This budget was reached following a difficult exercise through which the ICRC prioritized its operations in contexts where it brings the highest added value, maintaining a strong presence and response there while reducing its activities and set-up in others.

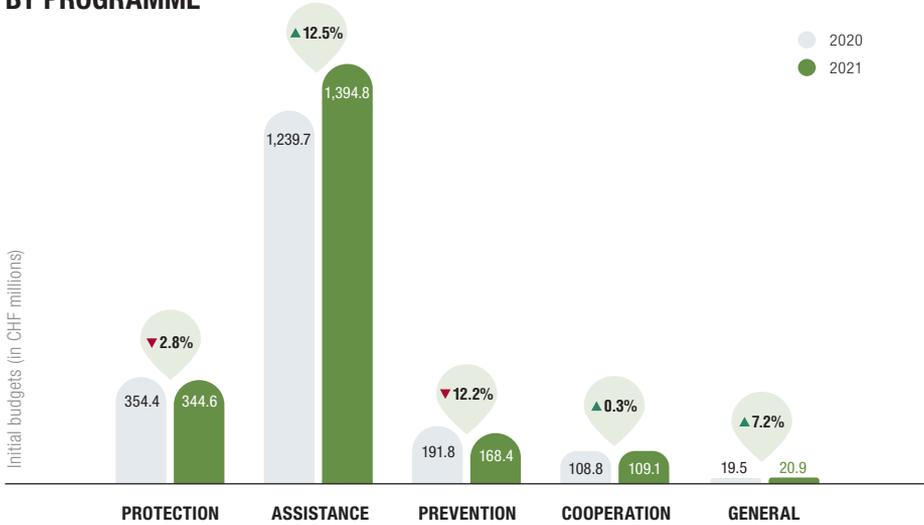
The ICRC maintains its unwavering commitment to continue delivering meaningful responses in extremely complex and difficult circumstances, even as it adapts to the changing landscape of humanitarian action. Despite the significant challenges it faces – growing humanitarian needs, a constrained operating environment and financial pressures – the ICRC remains operational in over 100 countries, where its neutral, impartial and independent approach enables it to work on all sides of a conflict and access some of the hardest-to-reach places to bring protection and assistance to people in need.



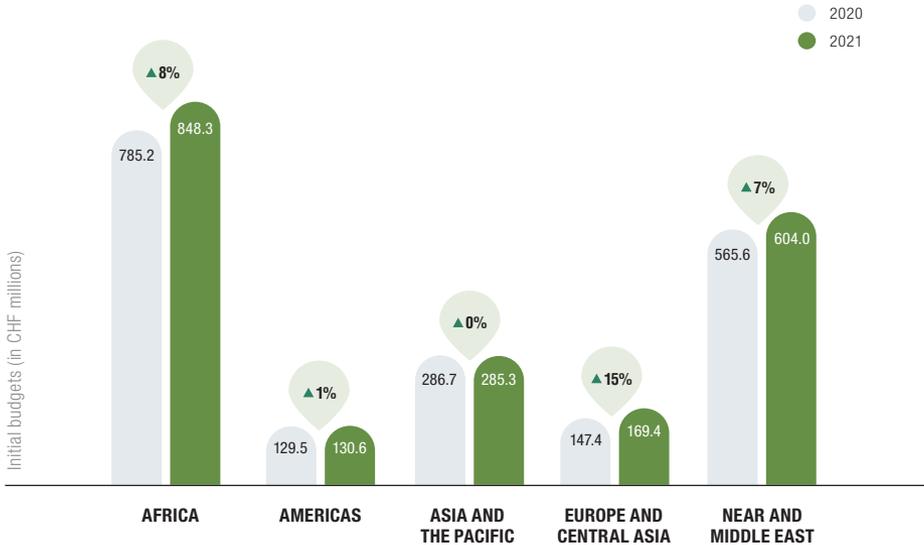
In October 2020, the ICRC acted as a neutral intermediary in the transport of over 1,000 people formerly detained in relation to the conflict in Yemen back to their region of origin or to their home countries. The ICRC had spoken with them one-on-one and carried out medical checks before their release to be sure they wanted to be transported home and were healthy enough to do so. It also provided them with clothes, hygiene items and money for the final leg of the trip home.

## COMPARATIVE BREAKDOWN OF THE FIELD BUDGET<sup>5</sup>

### BY PROGRAMME



### BY GEOGRAPHICAL REGION



5. Comparative data based on the initial budgets published in the ICRC's appeals (not including budget extensions).



ICRC

Afghanistan. Physical rehabilitation is a long process that requires repeat sessions for device fittings and therapy. Young patients, in particular, need to have their devices adjusted several times as they grow. The long-term availability of services at the ICRC's physical rehabilitation centres helps give persons with disabilities the treatment they need. They are just some of the people the ICRC has been supporting over the years in Afghanistan, where it has been operating for over three decades.

# FINANCE

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ICRC BUDGET AND APPEAL  
STRUCTURE

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CONTRIBUTIONS

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EARMARKING

## ICRC BUDGET AND APPEAL STRUCTURE

- The 2021 budget is based on the objectives set for the year. It aims to cover activities from 1 January to 31 December 2021.
- ICRC budgets are established on a yearly basis, with the budget period corresponding to the calendar year.
- The ICRC uses its yearly Appeals to seek funding for its activities worldwide. In the course of the year, adjustments to the initial budgets may be made in the form of budget extensions. These are usually launched in response to emergencies or other situations requiring an expansion of activities or significant operational shifts; donors are informed of these through Budget Extension Appeals.
- Special Appeals cover specific or cross-cutting issues such as disability and mine action and the ICRC's response to sexual violence in armed conflict.

Democratic Republic of the Congo  
Displaced people and host communities  
endure precarious living conditions.  
Members of a household living in a  
makeshift hut share their concerns with  
ICRC staff.



## CONTRIBUTIONS

The ICRC is funded by contributions from states party to the Geneva Conventions, supranational organizations, international institutions, National Red Cross and Red Crescent Societies, and public and private sources. All funding is voluntary.

Contributions to the ICRC 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.
- In-kind contributions are donations provided in the form of food, non-food items or other specific goods 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.



## EARMARKING

Earmarking is the practice whereby donors require that their funds be allocated for specific ICRC operations.

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

LEVEL OF EARMARKING	RANGE/RESTRICTIONS
<b>Non-earmarked</b>	<ul style="list-style-type: none"> <li>contributions restricted to no other purpose than general headquarters or field operations</li> </ul>
<b>Loosely earmarked (region and/or programme)</b>	<ul style="list-style-type: none"> <li>contributions restricted to a given region and/or programme or target population in the field or at headquarters</li> </ul>
<b>Country or context</b>	<ul style="list-style-type: none"> <li>contributions restricted to one of the ICRC's contexts in the field</li> </ul>
<b>Tightly earmarked</b>	<ul style="list-style-type: none"> <li>contributions restricted to a (sub-)programme or (sub-)target population within a specific context in the field or a specific organizational unit at headquarters</li> </ul>



Peru. The clothes of people who went missing owing to past violence are displayed at an exhibit organized by the authorities for families to potentially identify. The ICRC backs the Peruvian authorities' efforts to clarify the fate of missing people, including by helping them strengthen their forensic capacities and enabling missing people's families to participate in the search process, with the proper support.

Flexible funding policies remain essential for the ICRC to meet needs effectively and in line with its principled approach to humanitarian action. Such policies correlate directly with the ICRC's ability to maintain its independence, frontload rapid-response operations, and adapt to constantly evolving situations and needs.

Of particular importance are non-earmarked and loosely earmarked contributions, which enable the ICRC to ensure the continuity of its operations and maintain a much-needed presence in underfunded contexts. The operational flexibility afforded by such contributions allows the ICRC to fulfil its exclusively humanitarian mandate in a timely manner, whether in sudden-onset crises, protracted conflicts that call for multi-year responses, slow-onset crises requiring pre-emptive action, or so-called “forgotten crises” that have fallen out of the public spotlight.

The ICRC attaches great value to the flexibility provided by its donors and partners in the geographical or programmatic allocation of funds. Flexible contributions ensure that resources go where they are needed the most, which makes for a stronger impact on the ground.



Philippines. This bullet-ridden school in Mindanao was severely damaged by armed conflict in 2016. The ICRC is working with the community to build a temporary learning space to pave the way for a new and safer structure, which will be constructed while the students study at home in line with COVID-19 measures.

*The ICRC is present in some of the most volatile humanitarian crises. It is on the front line in the hardest-to-reach areas where few organizations are present, a witness to the daily traumas endured by communities living in conflict zones.*

*Our programmes are varied and multifaceted, but their aim is always the same – to aid and protect populations and provide a buffer against deepening levels of fragility.*



*Overcoming these new levels of fragility will take a concerted effort by governments and humanitarian and development actors. Living up to our collective humanity in times of global crisis is a collective responsibility. Your support is essential to help ensure that communities living in war zones do not have to face the perfect storm of conflict, the climate crisis and COVID-19 alone. They count on your generous support.*

– **Peter Maurer**  
ICRC President





**ICRC**

**International Committee of the Red Cross**

19 avenue de la Paix

1202 Geneva, Switzerland

Email: [resourcemobilization@icrc.org](mailto:resourcemobilization@icrc.org)

[www.icrc.org](http://www.icrc.org)

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