



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.

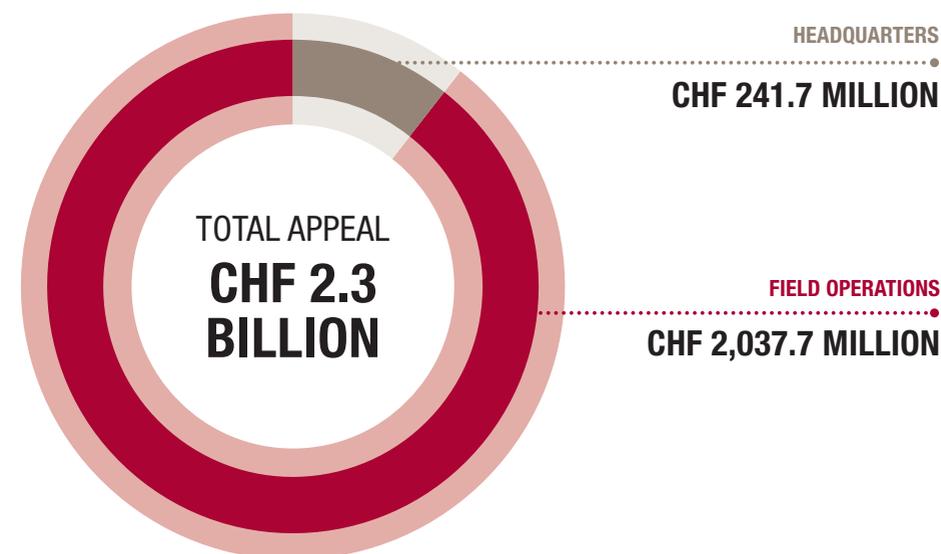


Ethiopia. A woman whose family had been displaced by conflict gives a status update on her maize farm, which she cultivated with seeds and financial support from the ICRC and the Ethiopian Red Cross Society. “I expect to get a harvest which will be enough to feed my kids and send them back to school.”

H. Birhanu/ICRC

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.



HEADQUARTERS

CHF 241.7 MILLION

FIELD OPERATIONS

CHF 2,037.7 MILLION

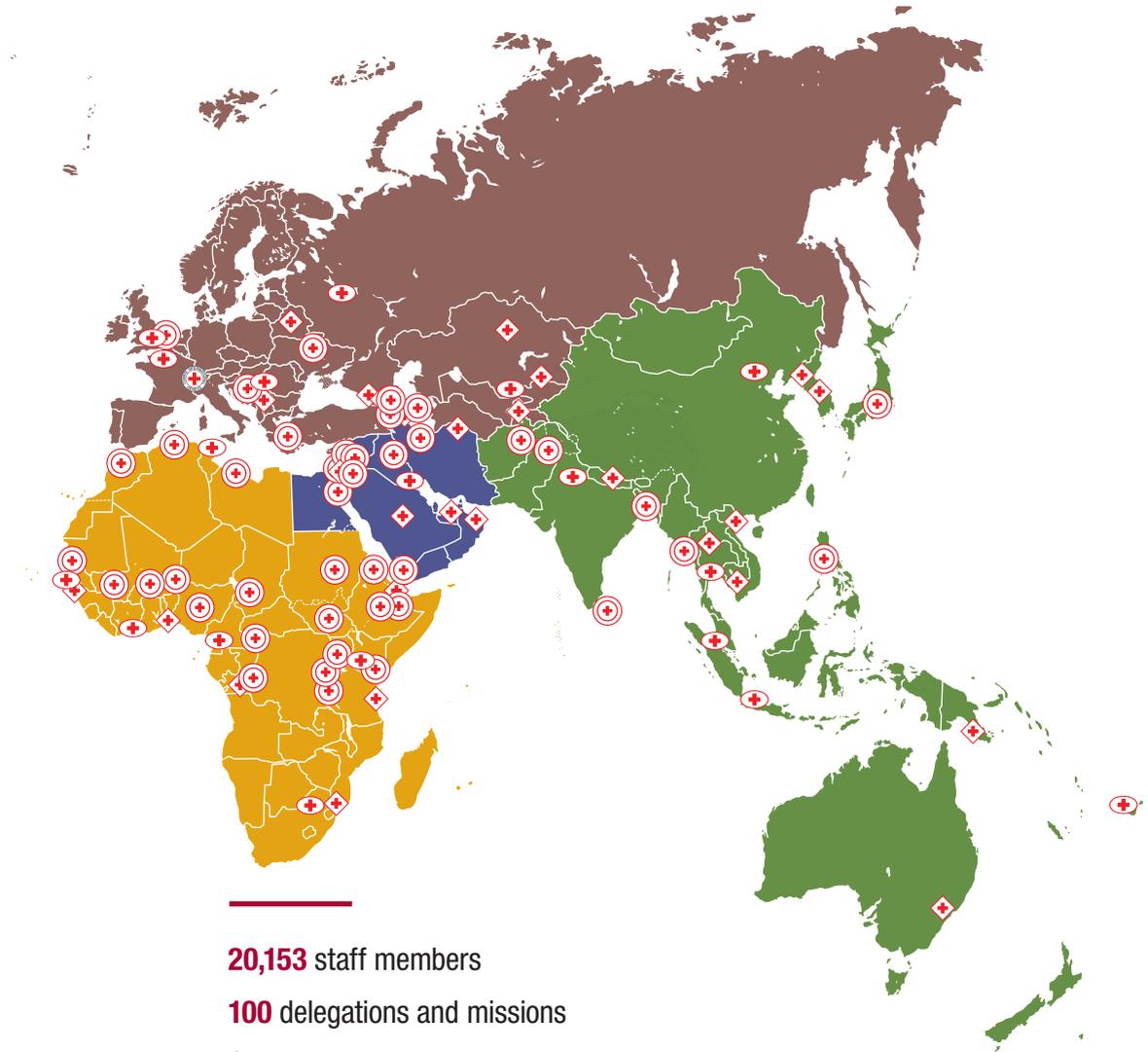
TOTAL APPEAL
**CHF 2.3
BILLION**

THE ICRC AROUND THE WORLD

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



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.



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

HEADQUARTERS

FIELD OPERATIONS

REGIONAL OVERVIEW

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

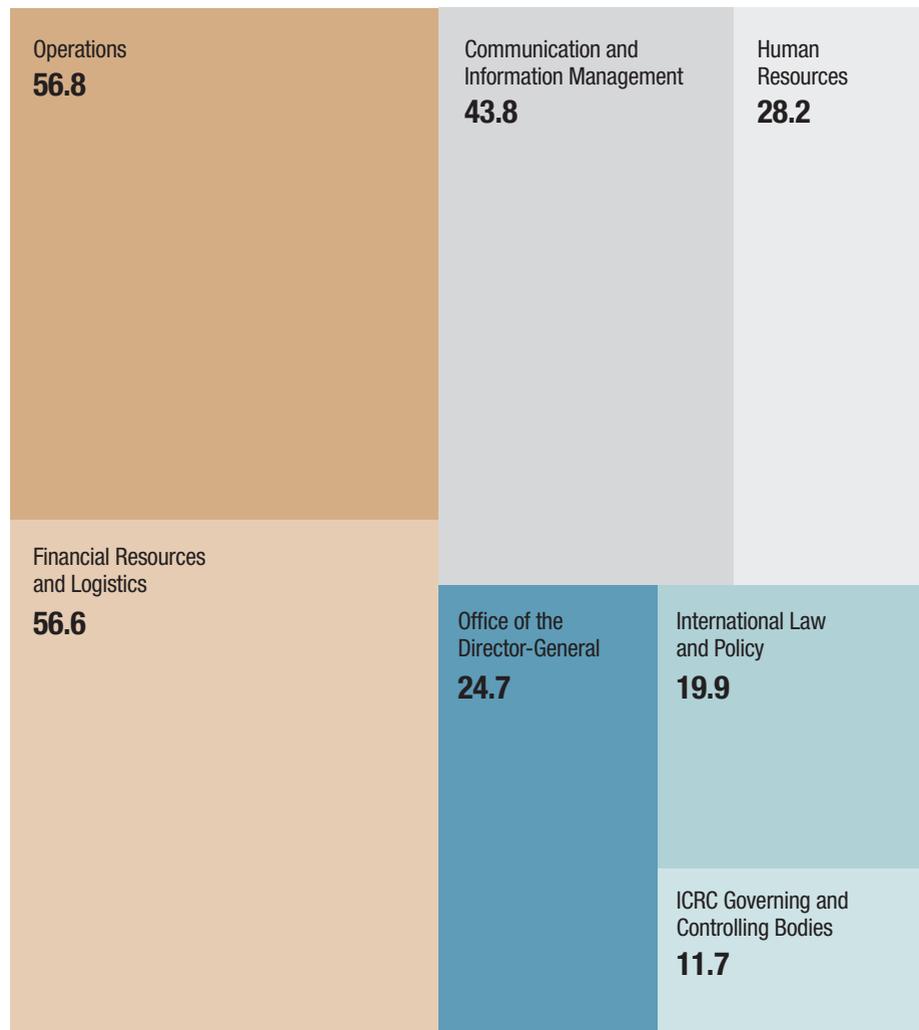
10 LARGEST OPERATIONS

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:

-  bolstering the organization's capacity to achieve sustainable, impactful humanitarian outcomes
-  strengthening the Central Tracing Agency and transforming it for the future
-  diversity and inclusion
-  digital transformation and data
-  partnerships within and beyond the humanitarian sector
-  implementation of the new Resource Mobilization Strategy 2020–2030
-  further investment in the institution's global shared services

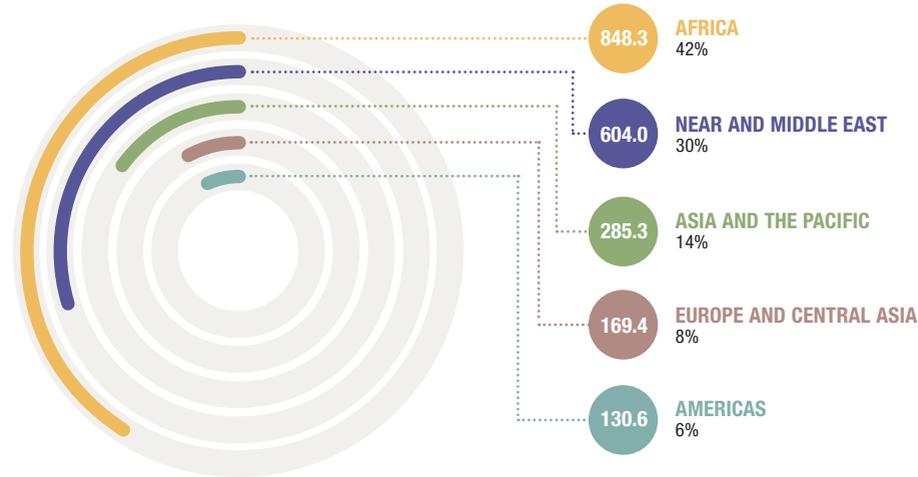
FIELD OPERATIONS

TOTAL FIELD BUDGET:
CHF 2,037.7 MILLION

BUDGET BREAKDOWN

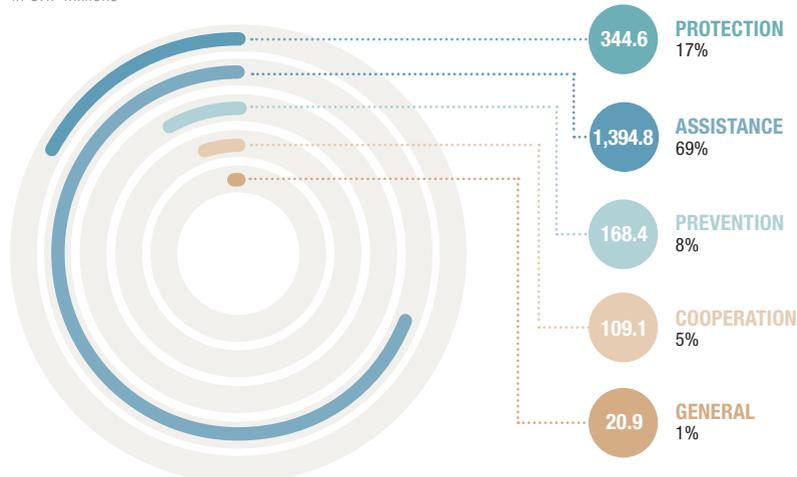
BY GEOGRAPHICAL REGION

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 people¹



Food production
5,379,875 people



Income support
1,522,559 people



Living conditions
4,794,437 people¹



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

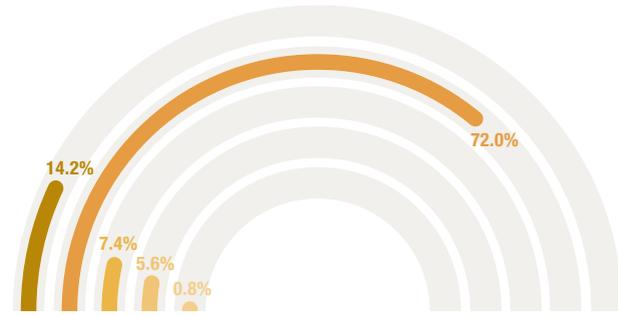
1. Civilians and detainees

AFRICA

TOTAL 2021 BUDGET:
CHF 848.3 million

BUDGET BREAKDOWN BY PROGRAMME

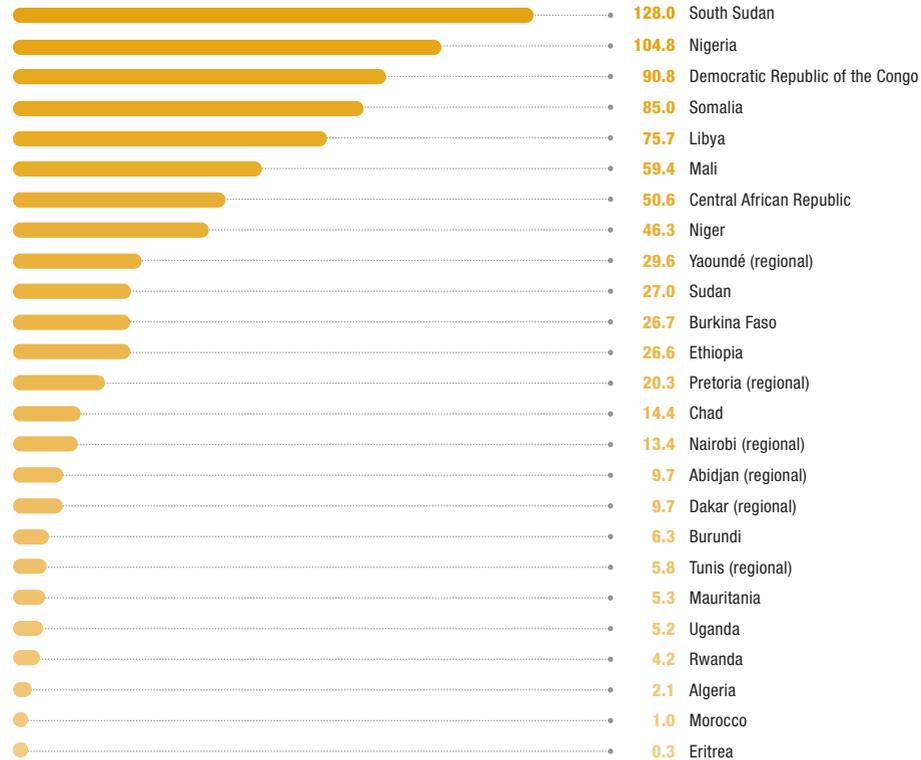
in CHF millions



- 120.8** Protection
- 610.5** Assistance
- 63.2** Prevention
- 47.5** Cooperation with National Societies
- 6.4** General

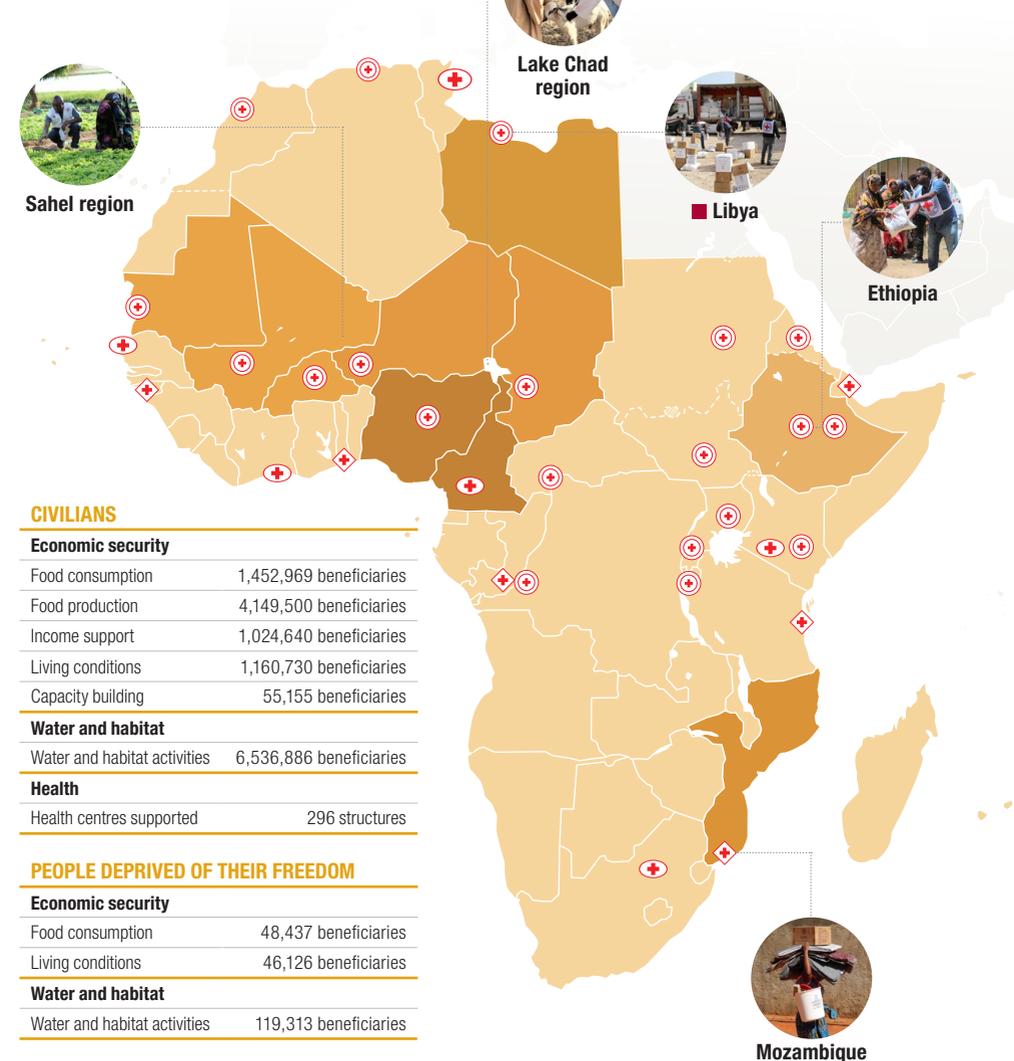
BUDGET BREAKDOWN BY CONTEXT

in CHF millions



OPERATIONAL HIGHLIGHTS

and key assistance targets



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
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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
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Physical rehabilitation

Projects supported	122 projects
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Water and habitat

Water and habitat activities	3,579 beds
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- ICRC delegation
- ICRC regional delegation
- ICRC mission
- among the 10 largest operations

AMERICAS

TOTAL 2021 BUDGET:
CHF 130.6 million

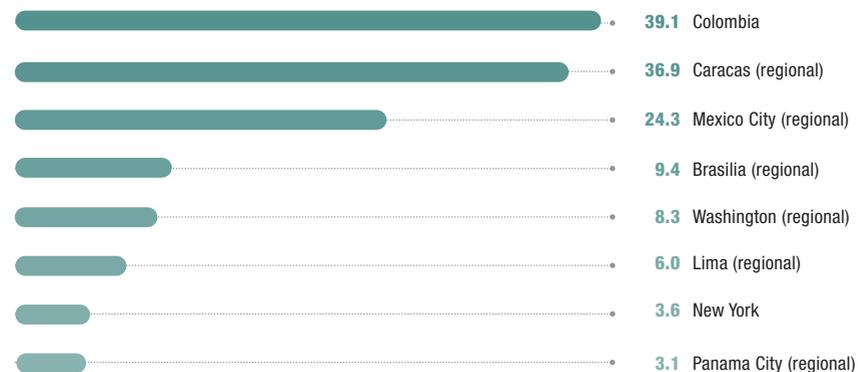
BUDGET BREAKDOWN BY PROGRAMME

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
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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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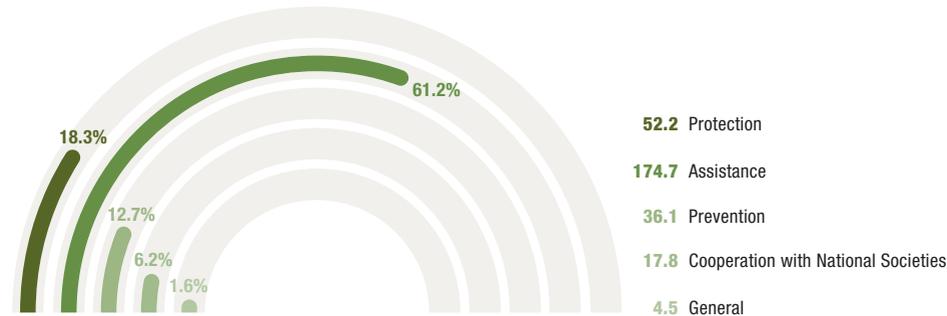
- ICRC delegation
- ICRC regional delegation
- ICRC mission

ASIA AND THE PACIFIC

TOTAL 2021 BUDGET:
CHF 285.3 million

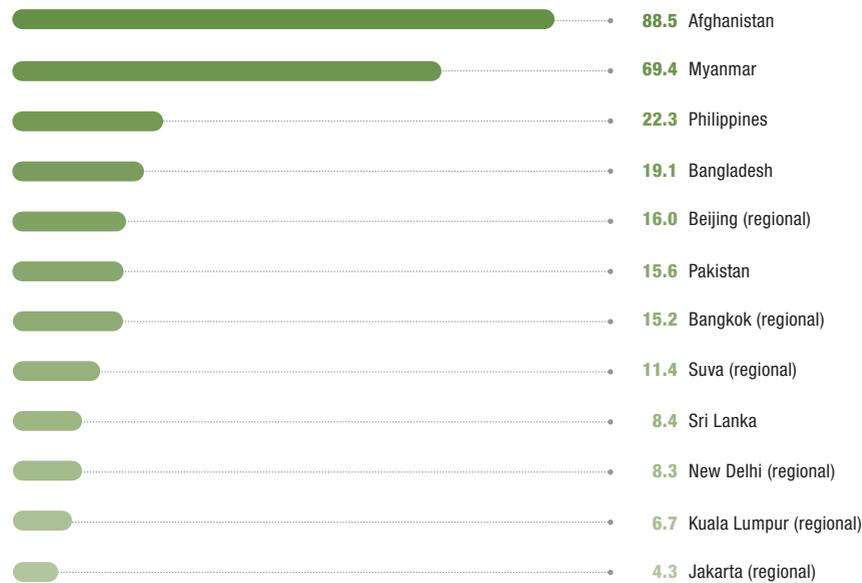
BUDGET BREAKDOWN BY PROGRAMME

in CHF millions

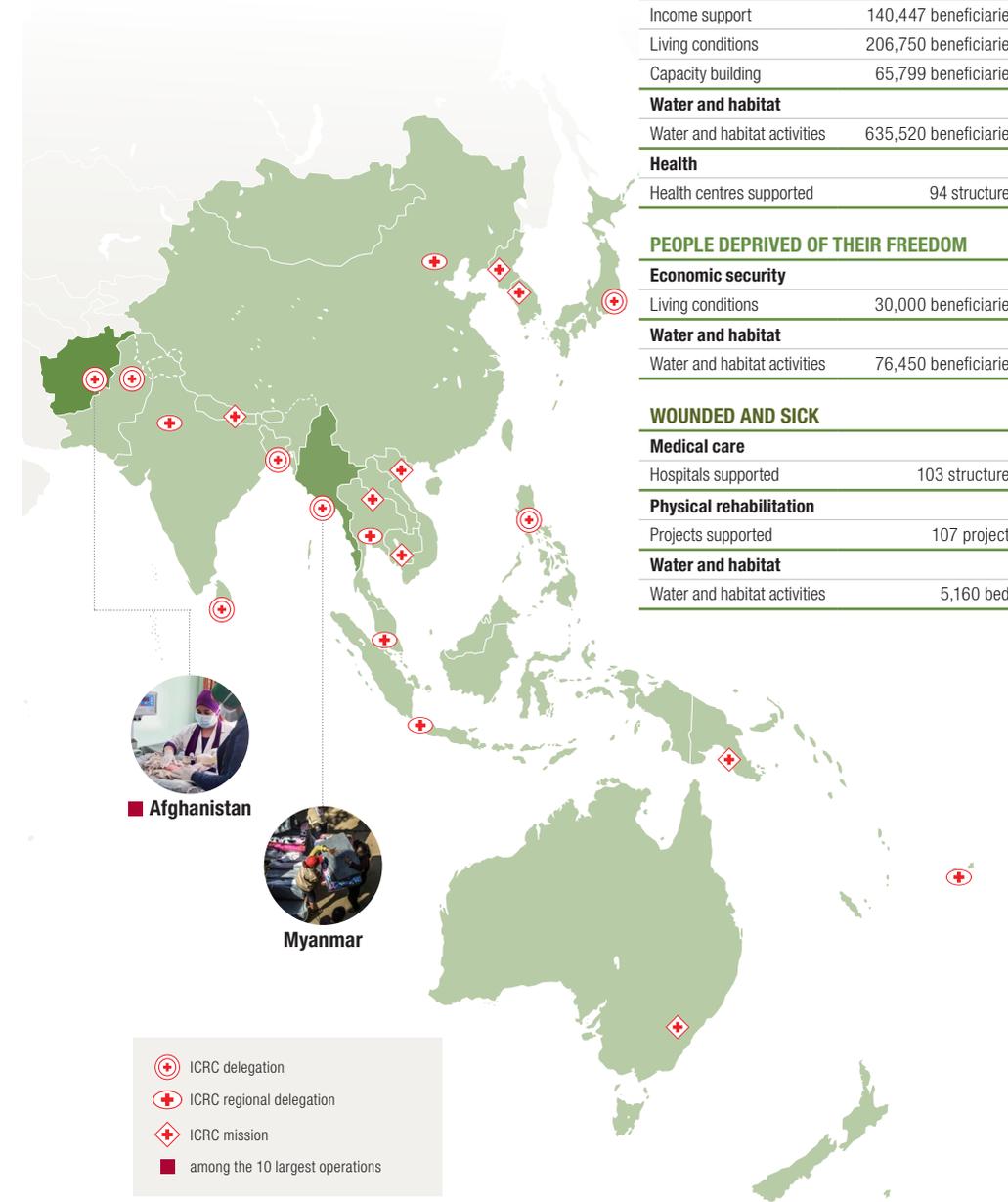


BUDGET BREAKDOWN BY CONTEXT

in CHF millions



OPERATIONAL HIGHLIGHTS and key assistance targets



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

■ Afghanistan

Myanmar

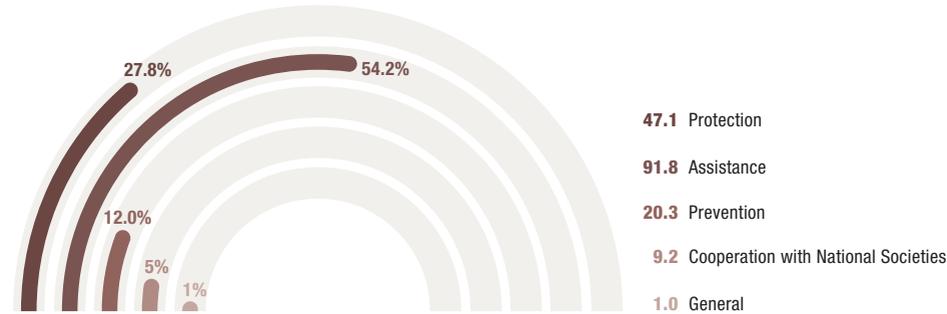
- ⊕ ICRC delegation
- ⊕ ICRC regional delegation
- ⊕ ICRC mission
- among the 10 largest operations

EUROPE AND CENTRAL ASIA

TOTAL 2021 BUDGET:
CHF 169.4 million

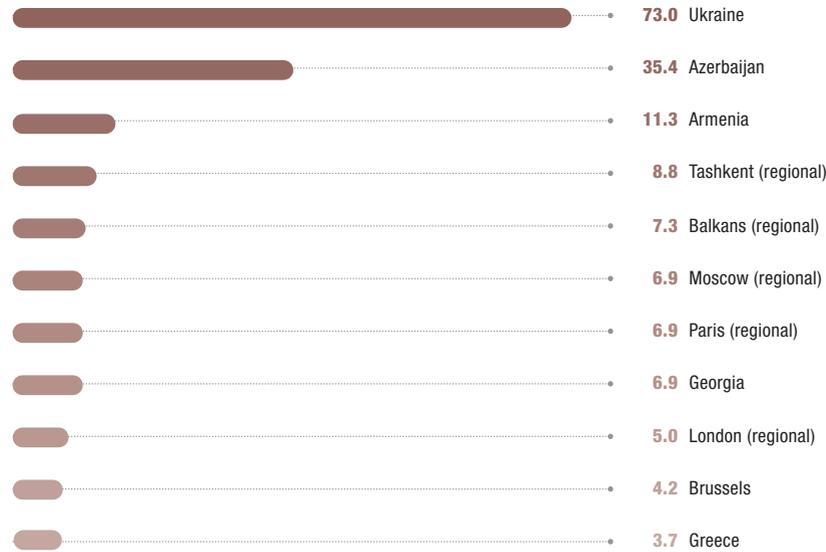
BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



BUDGET BREAKDOWN BY CONTEXT

in CHF millions



OPERATIONAL HIGHLIGHTS and key assistance targets

CIVILIANS

Economic security

Food consumption	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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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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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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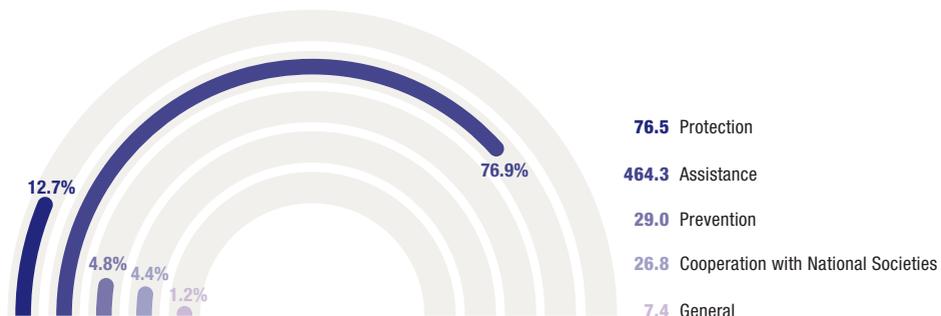


NEAR AND MIDDLE EAST

TOTAL 2021 BUDGET:
CHF 604.0 million

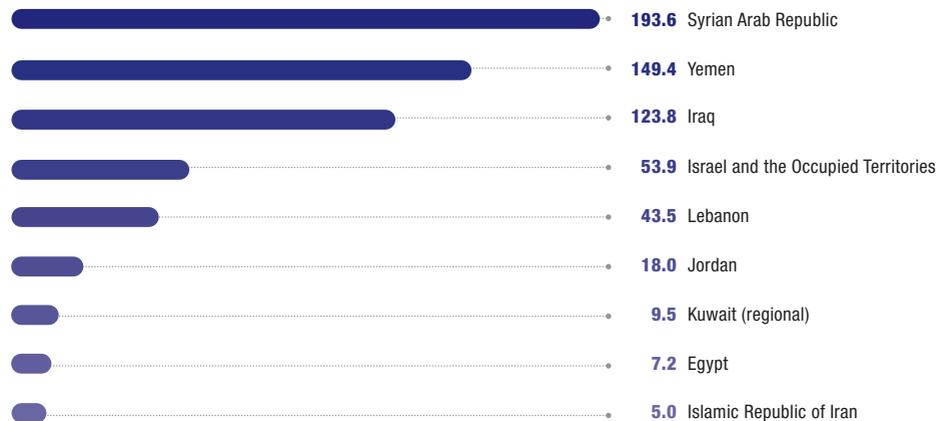
BUDGET BREAKDOWN BY PROGRAMME

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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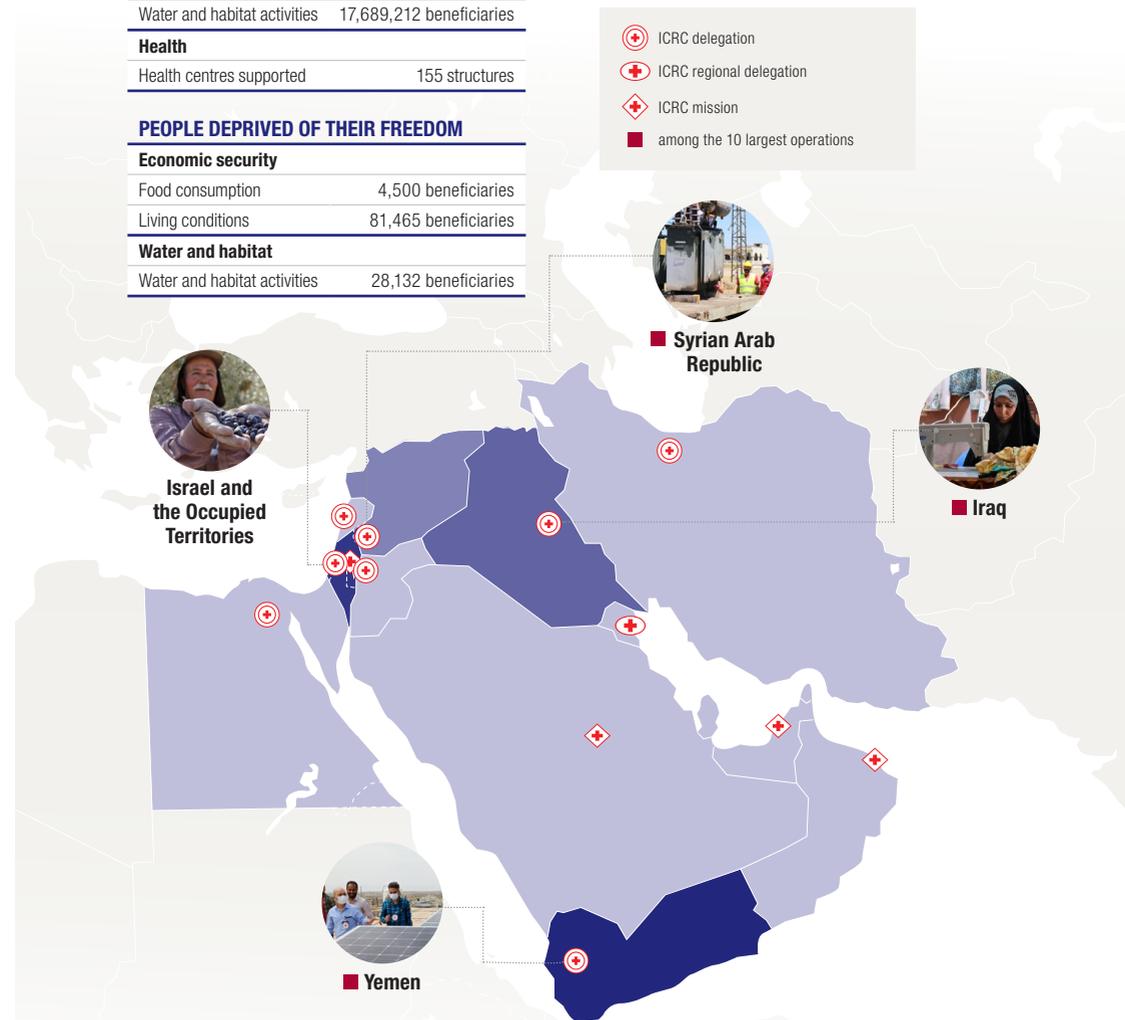
Physical rehabilitation

Projects supported	62 projects
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Water and habitat

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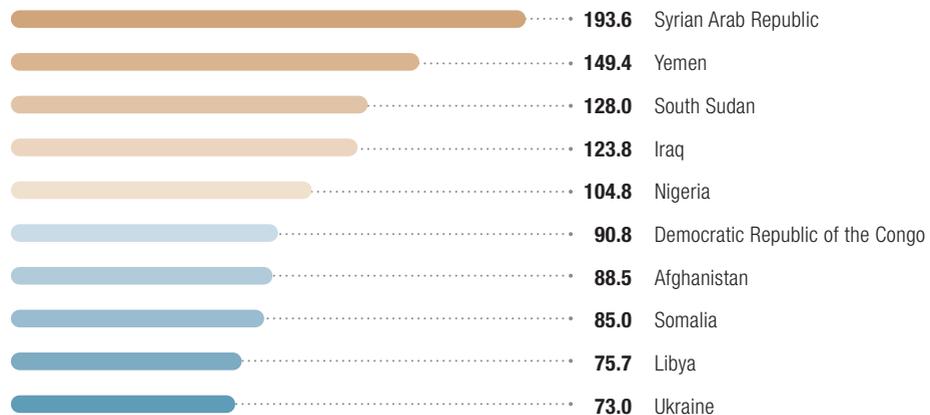
- ICRC delegation
- ICRC regional delegation
- ICRC mission
- among the 10 largest operations



10 LARGEST OPERATIONS

IN TERMS OF BUDGET

in CHF millions



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

EVOLUTION OF THE ICRC'S BUDGET 2012–2021

ICRC BUDGETS 2020–2021

COMPARATIVE BREAKDOWN OF THE FIELD BUDGET

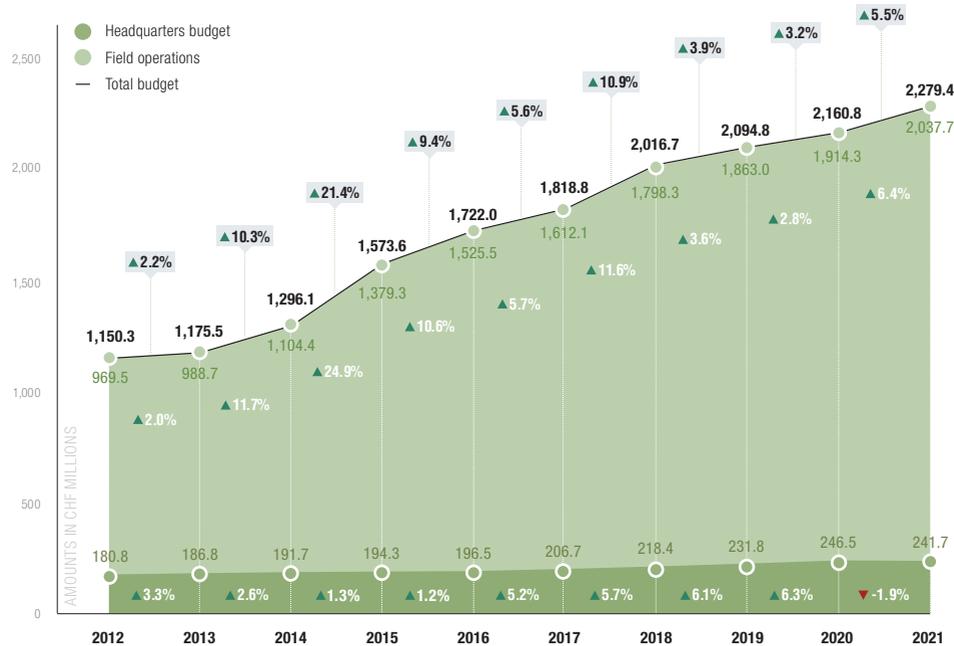
By programme
By geographical region

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

EVOLUTION OF THE ICRC'S BUDGET² 2012–2021

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 rate³ 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

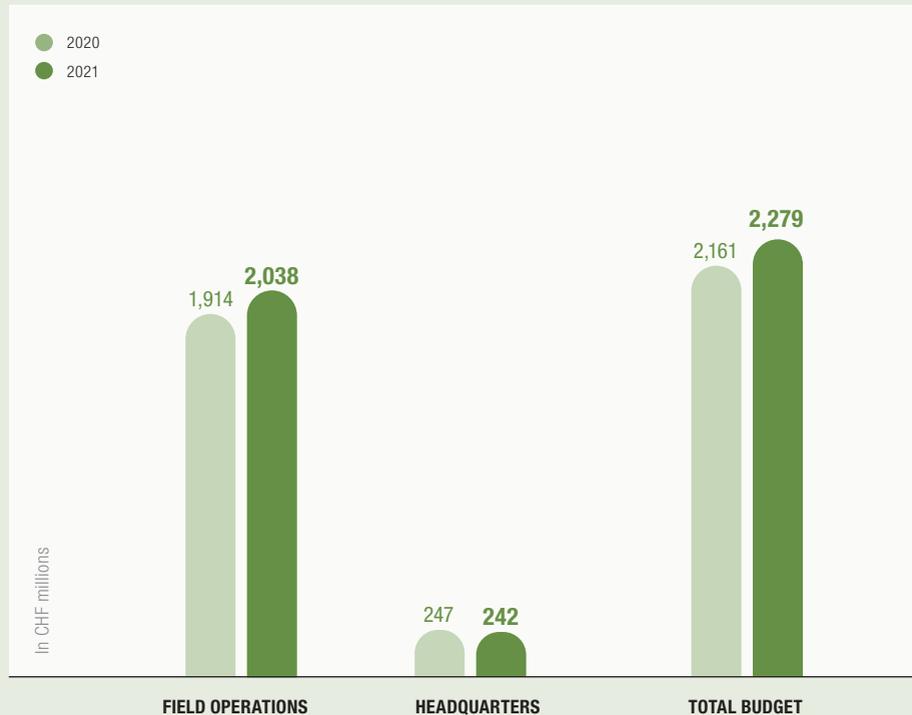
The ICRC's mandate and institutional strategy anchor the bottom-up assessment of humanitarian needs in each of the contexts where it works. It puts the people affected at the centre of its response, creating space for them to co-design activities that take into account their specific concerns, priorities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



A. Mohamed/ICRC

ICRC BUDGET⁴ 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

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.

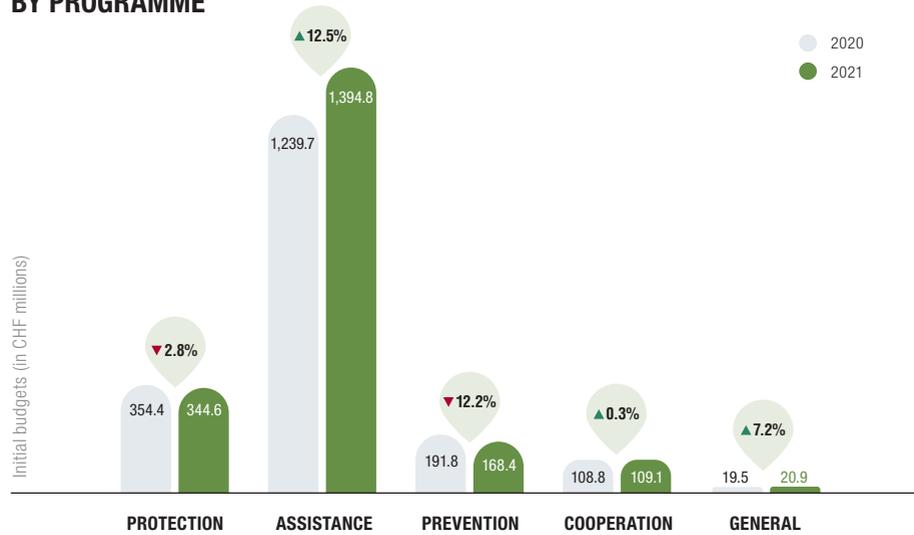


In October 2020, the ICRC acted as a neutral intermediary in the transport of over 1,000 people formerly detained in relation to the conflict in Yemen back to their region of origin or to their home countries. The ICRC had spoken with them one-on-one and carried out medical checks before their release 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.

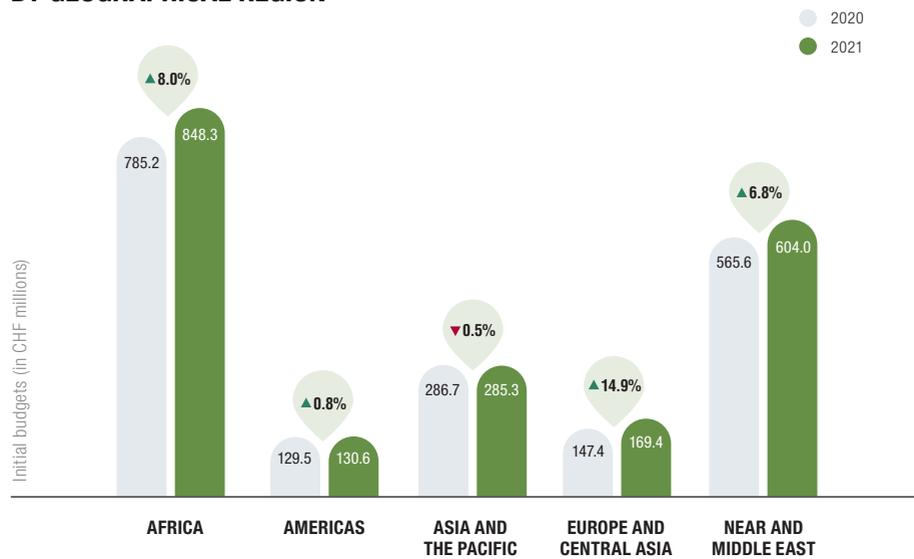
4. Comparative data based on the initial budgets published in the ICRC's appeals (not including budget extensions).

COMPARATIVE BREAKDOWN OF THE FIELD BUDGET⁵

BY PROGRAMME



BY GEOGRAPHICAL REGION



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



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

ICRC BUDGET AND APPEAL STRUCTURE

CONTRIBUTIONS

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.

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.



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.

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
Non-earmarked	• contributions restricted to no other purpose than general headquarters or field operations
Loosely earmarked (region and/or programme)	• contributions restricted to a given region and/or programme or target population in the field or at headquarters
Country or context	• contributions restricted to one of the ICRC's contexts in the field
Tightly earmarked	• contributions restricted to a (sub-)programme or (sub-)target population within a specific context in the field or a specific organizational unit at headquarters

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.



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.



Philippines. This bullet-riddled 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

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