HEADQUARTERS

ICRC GOVERNING AND CONTROLLING BODIES

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

MEETINGS AND DECISIONS OF THE GOVERNING BODIES

In 2013, the Assembly and the Assembly Council held seven and twelve meetings, respectively. The president and director-general of the ICRC kept the governing and controlling bodies informed about the conduct of operations, issues relating to IHL, humanitarian diplomacy, cooperation with National Societies and with other humanitarian actors, public communication, and administration and finance. The Assembly and the Assembly Council examined in particular ICRC operations in the Democratic Republic of the Congo, Israel and the occupied territories, Mali, Myanmar, Pakistan, the Philippines, South Sudan and the Syrian Arab Republic.

The Assembly adopted the revised policy on other situations of violence, the new health strategy, the next four-year strategy on archiving, and the strategy for Israel and the occupied territories. It monitored developments in the main institutional projects, in particular the People Management programme and the Information Environment strategy. In accordance with its statutory mandate, the Assembly recognized the South Sudan Red Cross. Pursuant to the recommendation of the Control Commission, it reviewed and approved the 2012 financial accounts, including the external audit report, the Directorate's proposals for the 2014 objectives and budgets, and the ICRC's risk management mechanism. The Assembly discussed the contours of the next ICRC strategy (2015–2018) during its annual off-site seminar, and again during subsequent meetings. Finally, on the president's recommendation, the Assembly reappointed the director-general for a four-year period, starting 1 July 2014.

MISSIONS

Mr Maurer, president, held bilateral discussions with heads of State, ministers of foreign affairs and defence, and National Society leaders in Algeria, Australia, Belgium, Canada, China, Colombia, the Democratic People's Republic of Korea, the Democratic Republic of the Congo, Denmark, Ethiopia, France, Germany, Israel and the occupied territories, Italy, Japan, Kuwait, Lebanon, Liechtenstein, Myanmar, Qatar, the Republic of Korea, the Russian Federation, Rwanda, Singapore and the United States of America (hereafter US). Mr Maurer also held talks with government, African Union and UN officials in Addis Ababa (Ethiopia), New York (US), and at the World Economic Forum in Davos (Switzerland).

Ms Beerli, permanent vice-president, conducted visits to Colombia, Germany, Norway and the US, where she met with government officials and National Society leaders. She represented the ICRC at a number of high-level events, such as the Dubai International Humanitarian Aid and Development Conference and Exhibition, the Global Vaccine Summit in Abu Dhabi (United Arab Emirates), a UN Security Council meeting on the Arms Trade Treaty, and the Halifax International Security Forum. Ms Beerli travelled extensively in Switzerland and the rest of Europe to attend various meetings dealing with IHL and events commemorating the 150 years of the Movement.

Mr O. Vodoz, non-permanent vice-president, represented the ICRC at the 5th Tokyo International Conference on African Development and the 4th Meeting of States Parties to the Convention on Cluster Munitions in Lusaka, Zambia. He also represented the ICRC at numerous functions in Bern and Geneva (Switzerland).

Other members of the Committee conducted the following missions:

- **Mr Arrigoni** participated in the ICRC induction course in Bogotá (Colombia), followed by a field mission to Medellín (Colombia); he also travelled to Iraq to familiarize himself with the ICRC operation there
- **Mr Bänziger** visited the ICRC delegation in Abidjan (Côte d'Ivoire)
- **Mr Bugnion** travelled to Algeria (international colloquium on Emir Abdelkader and IHL), Australia (Council of Delegates), Cambodia (meeting with the National Society) and the Republic of Korea (IHL conference)
- **Mr de Muralt** participated in the ICRC induction course in Amman (Jordan), followed by a field mission to Lebanon
- **Ms Le Coultre** travelled to Côte d'Ivoire on behalf of the ICRC Special Fund for the Disabled
- **Mr Sandoz** travelled to Baku (Azerbaijan), Beijing (China) and Paris (France), where he represented the ICRC at events addressing current issues in IHL development and implementation
- **Ms Schopper** travelled to London (United Kingdom of Great Britain and Northern Ireland) to represent the ICRC at a high-level meeting on sexual violence organized by the Department for International Development
- **Mr Staffelbach** travelled to Kenya to visit the Nairobi regional delegation and Somalia delegation
- **Ms Tagliavini** visited the ICRC delegation in Yerevan (Armenia)

DIRECTORATE

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

The members of the Directorate are appointed by the Assembly for four-year terms. The current Directorate took office on 1 July 2010.

Although the ICRC faced challenges in terms of access and security in 2013, it recorded a number of significant accomplishments. It developed timely and effective responses to unfolding crises while sustaining its operational presence elsewhere. This required a strong capacity to adapt and manage change in line with the ambitions set out in the ICRC strategy 2011–2014.

The Directorate played its part, determining key areas for action and proposing relevant ICRC response. In April 2013, it conducted its annual review of the implementation of the ICRC strategy, assessing the strategy's continuing relevance in light of changes in the working environment, tracking progress in implementation and identifying overarching priorities for 2014. Through its quarterly reviews, the Directorate took stock of the ICRC's overall performance (covering operations, finance, human resources, major projects and external relations priorities) and proposed any necessary adjustments, regularly communicating related information at different levels of the organization. It placed special emphasis on managing key institutional risks. The Directorate also began to develop the next ICRC strategy, working with the governing bodies and collecting input from ICRC staff and key external stakeholders.

STRATEGIC ORIENTATIONS FOR 2011–2014

The results presented below highlight the progress made towards achieving the ambitions set out in the ICRC strategy 2011–2014 in terms of: (1) reinforcing the ICRC's scope of action; (2) strengthening its contextualized, multidisciplinary response; (3) shaping the debate on legal and policy issues related to its mission; and (4) optimizing its performance. These results are described in greater detail in subsequent sections of the Annual Report on either the activities of each department at headquarters or the operations carried out by each delegation in the field.

REINFORCE THE ICRC'S SCOPE OF ACTION
The ICRC aims to increase its relevance and effectiveness in all situations where it is active.

The ICRC maintained a broad operational reach in 2013, demonstrating its relevance and effectiveness in armed conflicts and other situations of violence around the world. Although security considerations and limitations on access hampered its work in places such as Afghanistan, Pakistan, Sudan and Yemen,

it expanded its operations in a number of key contexts (e.g. the Central African Republic, the Democratic Republic of the Congo, Iraq, Mali, Myanmar, the Philippines, South Sudan and the Syrian Arab Republic (hereafter Syria) and neighbouring countries) and preserved them in others (e.g. Colombia, Israel and the occupied territories, Somalia and Yemen). Those operations included responses to the consequences of State repression, intercommunal violence and violence in urban settings, which were predicated on the policy document drafted and adopted in 2013 on the ICRC's role in situations of violence below the threshold of armed conflict. The regional management teams steered operations, focusing on ensuring contextualized responses to the needs of affected populations and on mobilizing resources and competencies. They received support from the rapid deployment mechanism, which was activated on six occasions, and from comprehensive security assessments conducted in a number of contexts.

In line with the ICRC's ambition to play a pivotal role in the domain of health services, 57 delegations developed activities supporting the Health Care in Danger project. Data were systematically collected on incidents affecting health care in 23 contexts, while public communication and confidential dialogue with those allegedly responsible and other influential players aimed to put a stop to threats and barriers to health care in many operations.

The ICRC refined its approaches and strengthened its operational response on a number of issues, developing a new health strategy, providing field teams with guidance to improve their approach to the protection of civilians in emergencies, instructing delegations to systematically take into account sexual violence in their humanitarian response and organizing relevant support. Its assistance combined both emergency and early recovery activities that aimed to restore the autonomy of conflict- or violence-affected people while helping to strengthen their resilience. It developed its response to the humanitarian needs of migrants, including by helping to boost their resilience amid the risks encountered during their journey.

STRENGTHEN THE ICRC'S CONTEXTUALIZED, MULTIDISCIPLINARY RESPONSE
The ICRC aims to improve and systematize its ability to place the needs of affected populations at the centre of its humanitarian response. At the same time, it aims to more firmly anchor its presence and enhance its response through local resources and skills.

The development of operational partnerships with National Societies in a number of contexts, including Mali, Myanmar and Syria, directly helped the ICRC to secure access and acceptance on the ground and reach conflict- or violence-affected people and respond to their needs. New partnerships were formed with National Societies and other humanitarian organizations on both operational and strategic issues.

The ICRC reinforced its networking and operational dialogue with key actors of influence (e.g. armed groups, Islamic circles) in contexts such as Afghanistan, Iraq, Mali, Nigeria, the Sahel, Syria and Yemen. It continued to extend its support base by securing increased political, legal, operational and financial support

in 11 countries, recording positive developments in Brazil, China, the Islamic Republic of Iran and Mexico.

Media interest remained intense on the ICRC's work in priority contexts, such as Afghanistan, the Central African Republic, the Democratic Republic of the Congo, Israel and the occupied territories, Mali, Myanmar, Somalia, South Sudan and Syria, and on priority topics, with the organization providing footage and photos for broadcast and online articles to spread awareness of humanitarian issues and illustrate the ICRC's response.

SHAPE THE DEBATE ON LEGAL AND POLICY ISSUES RELATED TO THE ICRC'S MISSION

The ICRC aims to bring its expertise to bear and make its voice heard in a timely and effective manner in both traditional and new fora, constantly expanding its network of contacts. This will help enhance respect for the lives and dignity of people affected by armed conflicts and other situations of violence and for the ICRC's neutral, impartial and independent humanitarian action.

The ICRC continued to make substantial progress in respect of the "Strengthening IHL" process. During four regional meetings, 98 States tackled detention-related questions. States were also consulted on the possible functions of an IHL compliance system.

Key stakeholders were updated on the ICRC's legal and operational concerns and priorities in multilateral fora such as the UN, regional intergovernmental organizations (e.g. African Union, Organisation of Islamic Cooperation) and movements (e.g. Non-Aligned Movement). The ICRC influenced developments in the humanitarian sector through its participation in humanitarian coordination meetings.

Through its Health Care in Danger project, the ICRC continued to highlight the insecurity of health care in armed conflicts and other situations of violence, working closely with Médecins Sans Frontières, WHO and the World Medical Association. Experts from across the globe, including representatives from over 30 National Societies, participated in five workshops discussing the challenges faced by health/medical services and how to deal with them.

Public communication and events, including online, organized as part of the "150 years of humanitarian action" initiative marking the ICRC's anniversary and other key dates, mobilized people worldwide and stimulated awareness of humanitarian issues. A first online IHL course was readied, and the new online IHL training centre was due to be launched for external audiences at the beginning of 2014.

OPTIMIZE THE ICRC'S PERFORMANCE

The ICRC aims to meet its objectives and fulfil expectations, safeguarding consistency across the organization while maintaining operational flexibility.

The People Management programme continued to be implemented, the priority being job grading and rewards projects. The Human Resources (HR) Department refined the new HR service delivery model, clarifying the responsibilities of HR managers in the field. A first-ever global survey of both resident and mobile staff provided input for this process. Following successful pilot sessions, the first module of the ICRC Humanitarian Leadership and Management School was ready for roll-out. By 2014, specialized mobile and resident staff will have at their

disposal a newly established Individual Development programme, offering external training, coaching, and career development.

New databases deployed in the framework of the Information Management programme aimed to organize and share information and to process requests, while a Business Intelligence programme was established to strengthen the ICRC's ability to capitalize on available information to make appropriate and timely management decisions. The organization also began to look into the range of activities and services carried out at headquarters and to examine different options in terms of structure/organization; this included the completion of a study about corporate services.

While continuing to develop reference frameworks for result-based management at programme level, the Directorate decided to launch the field planning and monitoring tools project after the operational result-based management project finished defining the scope and requirements for new field planning and monitoring tools.

In line with the Funding strategy 2012–2020, the ICRC continued to work on broadening its donor base among governments, National Societies and private sources; progress on donor diversification nevertheless remained slow. Although a number of governments struggled to maintain their level of contributions to the ICRC, governments overall provided a higher level of support in 2013 than in the previous year, with the response to the Syrian armed conflict attracting a high level of funding.

OFFICE OF THE DIRECTOR-GENERAL

The director-general chairs the Directorate and ensures that its decisions are implemented. He reports to the President's Office and the Assembly on the Directorate's objectives, decisions and activities, and on the results achieved. The Office of the Director-General supervises the headquarters unit responsible for performance management, oversees the Project Management Office and promotes, throughout the organization, the development of partnerships.

During a period of significant volatility – both in operational and financial terms – the Office of the Director-General played a crucial role in driving the implementation of institutional priorities. It continued to ensure follow-up of the ICRC strategy 2011–2014. Its work served to facilitate management decisions, guide the change management process and enhance innovation, learning and accountability across the organization. The Office of the Director-General also continued to steer the People Management programme (PMP). It helped shape the debate on legal and policy issues affecting the ICRC's work and develop partnerships with key external actors.

LEADING THE DIRECTORATE

Throughout the year, the Office of the Director-General managed the work of the Directorate and served as a link between the administration and the governing bodies. It helped ensure the relevance, coherence, timeliness and implementation of institutional decisions. It supported the Directorate's efforts to steer and accompany institutional changes.

More specifically, the Office of the Director-General managed the Directorate's agenda to ensure that it reflected institutional priorities, organizing Directorate sessions and related follow-up accordingly (see *Directorate*). In January, it supported the Directorate in reviewing how it functioned and revising its working procedures. Throughout the year, the office managed the Directorate's internal communication, defining related needs, plans and products together with the Internal Communication Unit (see *Communication and information management*).

The Office of the Director-General led meetings of the two platforms for interdepartmental discussion – on external relations issues and on organization and management – established by the Directorate to ensure coherence and efficiency in issue identification, decision-making and follow-up, between and across departments. Their output fed directly into Directorate discussions and helped align the work of various departments. The Directorate reviewed how these platforms functioned over the course of the year and approved their respective work plans.

MANAGING THE ICRC'S PERFORMANCE

The Office of the Director-General continued to provide guidance on managing the ICRC's performance. It supported the Directorate's efforts to take stock of the ICRC's overall performance in its quarterly reviews (covering operations, finances, human resources, major projects and external relations priorities), providing dashboards and proposing the requisite adjustments. It prepared the Directorate's review of the implementation of the ICRC strategy 2011–2014.

The office also spearheaded efforts to develop a global strategy for managing growth and optimizing costs to improve efficiency and strengthen the organization's "value for money". In this context, the platform for interdepartmental discussion on organization and management looked into the range of activities and services carried out at headquarters and examined different options in terms of structure/organization, including delocalization and outsourcing; this included the completion of a study about corporate services. The Directorate regularly took stock of the results of this work and planned concrete measures to ensure the sustainability of the headquarters budget and to secure additional financial flexibility.

PROJECT MANAGEMENT

The Office of the Director-General refined the processes for managing the portfolio of projects carried out by ICRC headquarters. It developed a revised version of the Project Management framework, which was approved by the Directorate in February 2013. The Project Management Office facilitated the work of the organization and management platform (in its new role as project board) to prepare quarterly reviews of the portfolio and the second annual project prioritization exercise. Through this exercise, the project board ranked projects based on their benefits as balanced against their delivery costs and checked their alignment with field and headquarters objectives; on this basis, the Directorate validated a list of projects to be carried out in 2014.

Individual project managers and steering committees defining, monitoring and reviewing projects received support on "doing the project right" from the Project Management Office, which also refined project standards and ensured the sharing of best practices. Project managers honed their skills during three training workshops.

RISK MANAGEMENT

In line with the 2011 approach and plan of action for strengthening risk management within the ICRC, the Office of the Director-General worked with the Directorate to review the key risks facing the institution and identify the necessary follow-up. During each quarterly review, it updated the Directorate on changes in the risks that it had monitored and identified emerging risks requiring further analysis at Directorate level. It helped the Directorate and risk managers review the profile of specific risks, examining their contours and identifying relevant mitigation measures. It also consolidated the organization's response to the internal audit report on the ICRC's risk management practice issued in January 2013 and began to implement its recommendations.

PLANNING, MONITORING AND EVALUATION

The Office of the Director-General provided general support for planning, monitoring and evaluation. It prepared the annual calendar of planning and monitoring milestones. It continued to focus on strengthening results monitoring at different levels of the organization, advising units on the development of monitoring plans for their general and specific objectives.

The office continued to streamline the ICRC's planning and budgeting processes. Together with the Finance Division, it started the drafting of proposals for a differentiated approach to planning and budgeting. It began to develop monitoring criteria parallel to the work initiated on the next institutional strategy (see *Directorate*). It provided support for ongoing reform of the field planning process, more particularly for defining the scope and requirements of new planning and monitoring tools (see *Operations*). It set up a Business Intelligence programme aimed at developing the ICRC's ability to capitalize on available information to make appropriate, timely and evidence-based management decisions, both at headquarters and in the field.

With support from the Office of the Director-General, four evaluations or reviews were finalized in 2013; they focused on: ICRC/National Society operational partnerships; the ICRC's "value for money"; nutrition in detention; and audiovisual content.

DEVELOPING PARTNERSHIPS

At the director-general's instigation, several strategic partnerships were initiated with National Societies, other humanitarian organizations and the private sector. The ICRC developed its high-level network of key National Societies at the director-general/secretary-general level, thereby reinforcing its operational response.

Work on global issues and in support of operations continued with 11 National Societies on the basis of institutional humanitarian partnership framework agreements. The office provided support for the exchange of knowledge, expertise, skills and resources. It also facilitated partnerships with other players on global or sectoral topics of mutual interest. Following the 2012 inventory of the broad types of partnerships that existed across the institution and more in-depth discussions showing that working in partnership on smaller or wider objectives had become part of the ICRC culture in the field and at headquarters, the decision was taken at the end of 2013 not to develop a framework or criteria for partnerships, as both tools were deemed unnecessary.

POSITIONING THE ICRC IN EXTERNAL DEBATES

The ICRC's 150th anniversary provided it with an opportunity to profile its work and highlight humanitarian issues in a number of different fora. During the year, the ICRC influenced developments related to the humanitarian landscape through the director-general's participation in humanitarian coordination meetings (e.g. UN Inter-Agency Standing Committee, Steering Committee for Humanitarian Response (SCHR), and International Council of Voluntary Agencies) and his contributions to the bilateral dialogue with Médecins Sans Frontières and discussions with governments. Specifically:

▶ the establishment of 2 policy forums per year, in addition to annual meetings, reinforced the dialogue with member governments of the Donor Support Group[1]
▶ strong strategic and political support furthered work on issues related to the revision of the Movement coordination policies, leading up to the November 2013 Council of Delegates meeting
▶ the SCHR refocused its agenda on priority issues such as respect for the Fundamental Principles, including impartiality

The ICRC reviewed its external relations priorities in February 2013 and decided to maintain its focus on the following themes: strengthening IHL, health care in danger, evolving practice in humanitarian action, and situations of violence other than armed conflicts. The platform for interdepartmental discussions on external relations tracked issues and trends, determined appropriate positioning strategies and identified key messages and themes.

The director-general helped shape the debate on issues such as the future of humanitarian action, changes within the Movement, and health care in danger.

PEOPLE MANAGEMENT

The PMP continued to be implemented, under the director-general's leadership. Among the projects making up the programme, particular emphasis was placed on preparing the job function grid and developing a new reward system. The first module of the Humanitarian Leadership and Management School was successfully piloted and finalized (see *Human resources*).

OMBUDSMAN

The ombudsman, working on an independent and confidential basis, provided support for staff members who turned to him in connection with workplace-related issues. He also identified and raised various issues with the Directorate.

LEGAL COUNSEL

The ICRC's legal counsel, transferred from the Human Resources Department to the Office of the Director-General in 2013, expanded its support to internal clients on institutional legal issues.

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1. The ICRC Donor Support Group (DSG) is made up of those governments contributing more than CHF 10 million in cash annually.

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

At the end of 2013, the Department of Operations comprised: eight geographical regions; two operational divisions, Assistance, and Central Tracing Agency and Protection (hereafter Protection); three smaller units, Security and Crisis Management Support (SCMS), Global Affairs and Networking, and Women and War; and the result-based management (RBM) and Health Care in Danger projects. All provided operational support. Using updated regional frameworks, the eight regional management and support teams reinforced their capacities to supervise and coordinate field operations, including by helping the delegations analyse their environments and implement their objectives.

Thanks to stronger coordination and regular meetings, including of the platform for interdepartmental discussions on cross-cutting issues and challenges, the Protection and Assistance Divisions helped ensure that the needs of the most vulnerable were systematically addressed and community resilience was reinforced.

Delegations received support in the use of guidance documents covering the specific needs of IDPs, women, children and migrants. They refined their planning and implementation of multidisciplinary responses, with the help of guiding principles on assessments, which serve as a frame for all existing and future guidance documents.

As part of its efforts to respond to the needs of the most vulnerable, the ICRC decided to consolidate and expand its multidisciplinary action specifically addressing sexual violence and the needs of victims, be they women, men, boys or girls. The initiative marks a four-year commitment (2013–16) and has four main prongs: holistic operational response, prevention, Movement mobilization, and staff training and sensitization. Several delegations were helped to incorporate consideration of sexual violence into their analysis of humanitarian issues and their operational responses. The department conducted two global mapping exercises – one of the ICRC's activities to prevent sexual violence across 37 countries and the other of national laws and regulations on the prohibition of sexual violence in 24 countries – that served to identify best practices and gaps and to help improve the delegations' contact with and support to the authorities. A workshop on Movement responses to sexual and gender-based violence in armed conflict and disasters, organized by Movement components at the 2013 Council of Delegates in Sydney (Australia), helped raise Movement-wide awareness of this issue. Progress was made on developing specific internal training modules aimed at heightening staff understanding of gender mainstreaming and sexual violence.

In its role as the leader of the ICRC's operational RBM project, the RBM team refined the annual review of delegation achievements. Delegations continued to report on three key success factors – relevance of the response, access to victims, and reputation and acceptance – allowing the ICRC to assess progress and challenges in each context and thereby to aid decision-making by the delegations. The RBM team also helped develop programme reference and monitoring frameworks (see *ICRC management framework and definition of programmes*). The Assistance Division updated its nine reference frameworks, which were then used by delegations during the 2014 field Planning for Results (PfR) process. Work progressed on developing programme reference frameworks in the fields of protection, prevention and cooperation. The Directorate approved the definition of the scope and requirements for the new PfR software proposed by the RBM team and decided to launch the Field Planning and Monitoring tools project.

The SCMS Unit facilitated operational and security-related responses, including the activation of the rapid deployment mechanism in South Sudan and, during two natural disasters, in the Philippines. During emergencies, the ICRC's global surge-capacity roster and the Finnish, German, Japanese and Norwegian National Societies provided 130 staff, enabling specialized rapid deployments for surgical and basic health activities and establishing base camp infrastructure. The unit trained more than 150 ICRC staff, including general field managers and those from technical departments, on security and crisis management. For example, 24 Japanese National Society staff on the National Society/ICRC roster participated in the first dedicated security and crisis management course.

The SCMS critical incident management mechanism was activated following serious security incidents, as in Afghanistan, Sudan and the Syrian Arab Republic (hereafter Syria). Progress was made on the development and testing of the new Security Management Information Platform for all field operations, the aim of which is to enhance field managers' security management and security and safety incident reporting and analysis capacities by 2015. The SCMS also reviewed the current methodology for security risk analysis for field operations and tested it in several contexts. The Chemical, Biological, Radiological, and Nuclear (CBRN) project was completed, mitigating the risks to which staff are exposed (see *Weapon contamination*).

The Global Affairs and Networking Unit helped delegations and headquarters units network with influential States, especially emerging ones, and non-State actors. It aimed to better its understanding of their perceptions of the ICRC, to help improve their acceptance of and support for the organization and its operations, and to enhance respect for IHL and other relevant norms. The unit worked mainly with delegations and operational managers in North and West Africa, South-East Asia and the Middle East, adapting to changes and developing regional/local networking approaches, particularly in environments affected by the fight against "terrorism" and post-"Arab Spring" situations. Its analyses of the Syrian conflict and the transition processes and instability in the Middle East, North Africa and the Sahel helped delegations reach civilians, authorities, armed groups, civil society members and humanitarian organizations in the Muslim world, and other players relevant to operations across several contexts.

The unit also contributed to the institution's efforts to secure increased political, legal, operational and financial support from States with regional and global influence, with the platform for interdepartmental discussion on global operational issues drawing on its input. By sharing approaches and results, the unit supported the delegations and headquarters units concerned in interacting with the Algerian, Brazilian, Chinese, Iranian, Mexican and Russian authorities on regional and global humanitarian challenges and contributed to the exploration of new avenues of dialogue with Qatar, Saudi Arabia and Turkey. It also acted as a link to the delegations to the UN (New York, United States of America) and the African Union (Ethiopia), providing support as necessary and managing the information flow between them and other headquarters units.

HEALTH CARE IN DANGER

Consistent with its long-standing concern to protect health care services, the ICRC launched the four-year Health Care in Danger project in 2011 to mobilize its network of delegations, Movement partners and other members of the health community (e.g. Médecins Sans Frontières (MSF), World Medical Association (WMA), WHO, Pan-American Health Organization and other NGOs) to develop, promote and implement measures safeguarding health care delivery.

The project was launched in response to the growing number of threats and obstacles faced by health care services during armed conflicts and other emergencies. Between January 2012 and July 2013, the ICRC received information on over 1,400 such incidents in at least 23 countries. More than 90% directly affected local health care providers (private or public) and 14% affected National Society personnel. In April 2013, the ICRC published a first report detailing its mapping and analysis of such incidents.

Five expert workshops took place in 2013, with one each on: the role of National Societies in delivering safe health care during armed conflicts (Tehran, Islamic Republic of Iran); the role that civil society, particularly religious leaders, can play in enhancing respect for health care (Dakar, Senegal); ambulance and pre-hospital services in risk situations (Mexico City, Mexico); ensuring the safety of health facilities (Ottawa, Canada); and military practices and procedures (Sydney). The workshops were collectively attended by more than 180 experts, including National Society representatives, from across the world, who discussed general and specific components of health care insecurity, drawing on the ICRC's incident collection and using field data for their recommendations. The first results of these consultations were widely promoted, including at events during the 2013 Council of Delegates. The documents disseminated comprised material on ambulance services in crisis situations (written by the Norwegian Red Cross, with Mexican Red Cross/ICRC support, following the workshop in Mexico), examples of National Societies conducting related activities, and the main recommendations for how National Societies can better secure health care delivery.

During bilateral consultations:
▶ representatives of over 30 States or regional military organizations were consulted on their practice and doctrine regarding subjects such as the transport of the wounded and sick or search and arrest operations in health facilities

▶ 39 pieces of national legislation were examined in preparation for an expert workshop scheduled for January 2014 in Brussels (Belgium)
▶ 20 armed groups were engaged in discussions of their views regarding respect for health care facilities, transport and personnel

At field level, 57 delegations conducted activities specifically addressing health care insecurity.

The ICRC signed agreements with the WMA and with the International Council of Nurses, both of which thereby agreed to participate in expert consultations and to mobilize their members to promote recommendations developed by the project. The International Committee of Military Medicine affirmed its support for similar principles; frequent contacts with MSF, which launched its own project, "Medical care under fire", led to synergies marked by mutual respect for each initiative's respective scopes. The project's expansion to health practitioners beyond the humanitarian sector was considered a key achievement, as statistics show that violent incidents primarily affect local providers.

The launch of an internet platform helped reinforce the community of concern invested in the project. This allowed medical NGOs, experts on issues of health care insecurity, and Movement staff to share information on upcoming events, key documents and training material.

A communication campaign on the project entered its second phase at year-end (see *Communication and information management*).

CENTRAL TRACING AGENCY AND PROTECTION

The Protection Division provided strategic support and professional expertise to field operations in three areas: protection of the civilian population, protection of people deprived of their freedom and restoring family links; the latter also covered activities relating to missing persons and their families (see *Operational framework and programme descriptions* for more details on the Protection programme).

The division continued to work on major information communication technology projects and on developing the ICRC's dedicated family-links website. It also successfully piloted a standard software tool – Family-links Answers – for National Society family-links data management (see *Restoring family links and missing persons*). The pilot phase of the tool (Prot6) enhancing the management system of all ICRC protection data is due to take place in 2014. In view of international data protection requirements, the division took measures to consolidate the ICRC's management of beneficiaries' personal data (see *Communication and information management*).

PROTECTION OF THE CIVILIAN POPULATION
The Protection Division supported field teams' efforts to protect civilians from the consequences of armed conflicts and other situations of violence and to reduce the vulnerabilities and risks faced by certain groups, such as IDPs, women, children, migrants, the disabled and the elderly.

The division helped 26 delegations conduct assessments and plan and implement responses to the needs of conflict- or violence-affected children. This included comprehensive advice on addressing the unlawful recruitment and use of children by weapon bearers, the impact of armed conflict on children's access to education, and the specific needs and vulnerabilities of unaccompanied and other vulnerable separated children.

Forty-two delegations working with National Societies received support to address some of the most urgent concerns of migrants along migratory routes. To improve the ICRC's responses – with Movement partners – to migrants' needs, 19 field focal points on migration discussed the approach to vulnerable migrants, while participants at regional meetings shared their experiences regarding the restoration of migrants' family links with selected National Societies and the International Federation.

Delegations exchanged best practices and improved their work to encourage community resilience to crisis, drawing on a compendium of community-based protection activities. Two delegations participated in on-site training courses.

The ICRC, together with UN agencies and NGOs, published and promoted the revised edition of the *Professional standards for protection work carried out by humanitarian and human rights actors in armed conflict and other situations of violence*. The launch of a related e-learning course broadened the reach of this material.

PEOPLE DEPRIVED OF THEIR FREEDOM
Delegations used the reference framework developed in 2011 to streamline their activities in this field. They were helped to analyse detention systems, including the main risks detainees face and the challenges authorities experience in addressing humanitarian concerns; define clear objectives and priorities; and formulate and implement a multidisciplinary approach to addressing such concerns. Possible responses included monitoring activities, specific action regarding vulnerable individuals or groups (e.g. the continued implementation of guidelines on the protection of detained migrants was emphasized), emergency or long-term support for systems and institutions, and various forms of material or technical assistance. The focus was on designing and implementing sustainable responses to specific detention-related problems, such as poor detainee health and nutrition, ill-treatment and its consequences, and overcrowding. Teams were also advised on how to adapt their dialogue with the authorities on improving the planning of new detention facilities.

RESTORING FAMILY LINKS AND MISSING PERSONS
The ICRC spearheads implementation of the Movement's ten-year Restoring Family Links Strategy, adopted in 2007 to strengthen the worldwide family-links network and the humanitarian response whenever people are separated from or without news of their relatives. On the basis of the 2011 progress report to the Council of Delegates, the ICRC and its Movement partners continued to monitor progress and reinforced the Strategy's implementation. The ICRC's dedicated family-links website (familylinks.icrc.org) boosted service awareness and delivery, provided information on family-links services worldwide and offered online services for specific contexts. The website reached a wider audience with the launch of French- and Spanish-language versions. Disasters in China and the Philippines prompted the activation of online tracing services, while special alerts on familylinks.icrc.org during eight crises referred potential beneficiaries to National Society-

provided services. In September 2013, 17 National Societies and the ICRC launched an online tracing service that displayed photos to help families locate relatives who had gone missing while migrating to Europe. After Family-links Answers was successfully piloted and deployed to the Belgian, Canadian and Swedish National Societies, plans began for its roll-out in 2014 to other interested National Societies.

The rapid response mechanism for restoring family links consisted of 72 National Society/ICRC members at year's end. It was deployed in response to four humanitarian crises (Malta, Mauritania, the Philippines and South Sudan).

The division helped delegations with their responses to the issues of missing persons and their families; these activities included tracing those unaccounted for, carrying out holistic responses to the families' needs, supporting the authorities in addressing the issue and encouraging the development of national legislation. In several contexts, the ICRC facilitated the collection from families of detailed personal information on the missing person, including – if appropriate – biological reference samples to aid future identification efforts.

The division, often with other units (particularly the Assistance Division), completed other tools to guide operations and reinforce the skills of those offering family-links services, including relating to missing persons. These tools included:
- a handbook for those helping families cope with the disappearance of a relative
- guidance on the ICRC's involvement in the use of DNA testing to establish biological relationships to reunite families
- an e-learning course on family-links services and psychosocial support

ASSISTANCE
The Assistance Division provided field operations with policy support and professional expertise in health services, economic security, and water and habitat, as well as in weapon contamination and forensic science (see *Operational framework and programme descriptions* for more details on the Assistance programme). These covered both emergency responses and long-term activities that encourage the early recovery of conflict- or violence-affected people and help them regain their autonomy and strengthen their resilience.

In 2013, most ICRC delegations and offices carried out health, economic security, and water and habitat activities. Besides running extensive programmes in Afghanistan, the Democratic Republic of the Congo, Iraq, Israel and the occupied territories, Somalia, Sudan and Syria, the division participated in emergency responses in Mali and, through the rapid deployment mechanism, in the Philippines and South Sudan. All programmes received support for activity design, monitoring, review/evaluation and reporting, helping improve service quality and effectiveness. In particular, field staff received guidance documents and briefings helping them take account of the specific needs of women and girls and of the importance of gender-sensitive programming.

To improve RBM, the division continued to develop its assistance reference frameworks (see above) and migrated the reporting database, piloted in 2012, to standard ICRC software, while keeping key features of the pilot. It started to define a new information

system for all units, with dedicated modules for specific activities and a transversal reporting system, allowing it to include external data and use other major ICRC information technology tools.

HEALTH

During the year, the unit produced the ICRC health strategy 2013–2018, reaffirming the central role health activities play in the institution's response to armed conflicts and other situations of violence. The strategy focuses on comprehensive hospital care, health in detention and physical rehabilitation – defined and delivered according to professional standards. Mental health, psychosocial support and first aid are integrated into these activities.

Headquarters staff carried out 89 field support missions. Health professionals provided guidance for the delivery of different levels of care; for example, they encouraged the integration of malnutrition management into primary health care and the development of emergency pre-hospital and non-surgical hospital-level services. The regional benchmarking of first aid during emergencies continued. The mental health and psychosocial support team covered practical, operational and technical issues during its first consolidated course. The unit contributed substantially to the Health Care in Danger project, regularly promoting safe health care delivery.

The unit gave 26 presentations during international conferences, organized 46 war surgery seminars and 20 emergency trauma management courses, and provided support for dedicated regional/national events for authorities responsible for health in detention. The physical rehabilitation service participated in two WHO working groups on creating guidelines for physical rehabilitation, and helped draft the Movement resolution on people with disabilities adopted at the 2013 Council of Delegates.

Various guidelines were published, such as the second volume of *War Surgery*, and others continued to be developed, including technical references on chemical weapons for civilians and for first-aiders and guidelines on physical rehabilitation. Work started on a comprehensive data collection system aimed at improving the analysis of health in detention; it is to be completed in 2014.

In order to harmonize the ICRC's emergency response with Movement partners, selected National Societies, the International Federation and the ICRC agreed to create a working group to streamline rapid deployment agreements and develop technical partnerships.

WATER AND HABITAT

The Water and Habitat Unit processed hundreds of field proposals and provided guidance to local teams working to ensure people's access to clean water and decent conditions of sanitation and shelter, including through infrastructure projects. It produced Geographic Information System (GIS) maps and developed the content of the geographical portal with data from delegations and headquarters services, transforming it into a platform accessible across the entire institution. It conducted daily global analyses of key topics regarding water resources and reviewed programme adequacy, focusing on particularly complex environments and on urban issues.

Work in detention facilities remained a priority. Drawing on the support of penitentiary professionals and on its own expertise, the unit published various technical guidance documents on topics such as pest control in Madagascar to prevent plague, hygiene in detention to prevent cholera epidemics, and a review of lessons learnt from the evaluation of prison systems. It revised the 10-year-old publication on water and sanitation in prisons, a reference used worldwide. Representatives of eight Asian countries participated in a seminar in Cambodia on infrastructure and essential services that highlighted the structural dimension of efficient prison management.

Authorities of States providing support for prison construction in other countries, such as in Afghanistan, Haiti and South Sudan, were put in contact with the local authorities to avoid design shortcomings, including with regard to context-based constraints.

Comprehensive guidelines on building physical rehabilitation centres were near completion, and the unit started to explore the impact of urban issues on operations.

ECONOMIC SECURITY

With the objective of assisting affected populations in covering their needs and restoring or maintaining their livelihoods, the Economic Security Unit contributed to the development and implementation of guidance/training tools on topics such as conducting assessments, promoting nutrition, handling cash transfers and building resilience. With the American and British National Societies and the International Federation, it finalized market analysis tools used within and beyond the Movement, and was in the process of developing an e-learning option. Also with the British Red Cross, it undertook a review of the extent to which target populations are included in planning processes and the consideration given to beneficiary feedback.

The unit monitored global issues that affected households and livelihoods, such as food prices, urbanization and land acquisition. Meetings with field staff on agriculture and livestock breeding helped refine approaches to food and agricultural activities. To strengthen its capacity to address short- and long-term needs, the unit continued to explore context-specific social safety nets.

A workshop organized with the Protection Division and the Health and Water and Habitat Units followed up on a review of the ICRC's response to detention-related nutrition problems in five African countries; the workshop led to measures allowing the ICRC to improve its decision-making process and enabling holistic responses.

WEAPON CONTAMINATION

The Weapon Contamination Unit helped delegations reduce the impact of weapon contamination and honed the ICRC's weapon-related expertise, including on clearance/disposal. The completion of the four-year CBRN project resulted in a methodology on staff security and emergency assistance, and internal expertise and capabilities on non-conventional weapons and threats, equipping the ICRC to address such threats safely.

In 2013, the unit provided support for operations in over 30 countries and participated in rapid deployment efforts during emergencies. It helped guide delegations on the adoption of safe behaviour, the protection of staff and infrastructure from explosive munitions, small arms and CBRN threats, and the conduct of technical analyses of weapon use and its effects.

FORENSIC SERVICES

The approach taken by the ICRC's forensic services and the organization's 2009–14 action plan guided the implementation of humanitarian forensic activities in over 70 contexts, helping ensure the proper management of human remains and addressing the issue of people missing in relation to an armed conflict, another situation of violence or a natural disaster.

The forensic services engaged in activities such as overseeing and guiding humanitarian forensic recovery and identification efforts, responding to mass fatalities in contexts with limited/non-existent forensic capacities, developing and promoting new standards and effective information-management tools to support identification efforts, organizing training and dissemination initiatives on forensic action, helping develop networks and promoting cooperation among forensic institutions and practitioners worldwide. Academic and professional associations, including the WMA, recommended ICRC standards and best practices.

HUMAN RESOURCES DEVELOPMENT

To heighten staff professionalism, the Assistance and Protection Divisions devoted considerable resources to staff training. Several courses reinforced cooperation, strengthening the holistic approach to cross-cutting issues.

Field staff attended specialized, often multidisciplinary, training events, including on civilian protection, activities for detainees, management of protection data, missing persons and their families' concerns, family-links services, weapon contamination, forensic sciences, war surgery, hospital management/ administration, first aid, primary health care and health in detention. Specific quotas for assistance, prevention and cooperation specialists allowed field staff from these areas of expertise to attend the yearly protection consolidation courses.

The Protection Division consolidated its blended learning tools and approaches. It introduced a new e-learning resource – on the overlap between restoring family links and offering psychosocial support – to be used as a prerequisite to existing courses or as stand-alone training tool. It delivered, with the International Centre for Prison Studies, the second yearly training session on prison management for prison administrators and ICRC staff.

The Water and Habitat Unit adapted its courses with the input of ICRC corporate partners (e.g. ABB Asea Brown Boveri Ltd, Holcim Ltd – see *Financial resources and logistics*). It outsourced training locally when appropriate and encouraged the sharing of best practices within the ICRC and between the organization and external professionals during regional thematic meetings.

The Economic Security Unit revised its core training module on assessments and set up a resource centre to make guidance, tools, training modules and best practices available to all field staff.

The Weapon Contamination Unit updated its awareness-raising module, given the evolving needs of field, headquarters and selected National Society staff, and used the module for a course in Nairobi (Kenya). It supported the forensic services and SCMS Unit by integrating related modules into human remains management and security management courses.

RELATIONS WITH OTHER ORGANIZATIONS AND CONTRIBUTION TO THE HUMANITARIAN DEBATE

Members of the department participated in meetings, roundtables and conferences on general and specific humanitarian, protection and assistance concerns, and maintained bilateral relations with organizations, professional associations and academic institutions active in areas of common interest.

Besides conducting activities in cooperation with National Societies and the International Federation (see *International law and cooperation*), assistance and protection staff regularly attended coordination and UN cluster meetings and other events organized by key humanitarian organizations, among them specialized UN agencies and fora (e.g. Food and Agriculture Organization of the UN, OCHA, UNDP, UNHCR, UNICEF, UN Mine Action Service, UN Office on Drugs and Crime, WFP, WHO), NGOs (e.g. Action Contre la Faim, the Geneva Centre for Humanitarian Demining, Handicap International, MSF, Oxfam, Physicians for Human Rights), the International Commission on Missing Persons, the International Tracing Service, the Inter-Agency Standing Committee (IASC), the Humanitarian Affairs Department of the Organization of Islamic Cooperation, professional organizations (e.g. WMA), NGOs from Islamic countries (e.g. Humanitarian Forum), and think-tanks, academic circles and social groups and media influencing humanitarian action (e.g. Crisis Mappers, Facebook, Google, Ushaidi).

Specialists on internal displacement participated in events organized by IOM, UNHCR and the UN secretary-general's special rapporteur on the subject. The Economic Security Unit attended meetings of the Global Food Security Cluster and the Global Nutrition Cluster, and other key international gatherings, including those hosted by the Committee on World Food Security, discussing developments in food and nutrition security. It provided input for the coordinated needs assessment framework produced by the IASC Needs Assessment Task Force. At meetings with UN agencies, the Water and Habitat Unit shared its experiences in urban contexts and identified related challenges.

The Weapon Contamination Unit attended meetings of the UN Global Protection Cluster Mine Action and shared insights on munitions stockpile management with the Ammunition Safety Management User Focus Group. It met regularly with operational partners such as the Laboratoire Spiez and the Mine Subsidence Board.

These meetings allowed the ICRC to: keep abreast of new professional practices; to share its specialized expertise in many areas (internal displacement, torture, medical ethics, health in detention, war surgery, the rehabilitation of amputees and prosthetic/ orthotic technology, water and habitat engineering, the Health Care in Danger project); to acquire a better understanding of the approaches and working methods used by others; and to jointly adapt them to improve cohesive and complementary approaches whenever possible. The ICRC also promotes its approach combining an "all victims" perspective with responses targeting specific groups of people facing particular risks and/or with specific needs, in order to maximize impact, identify unmet needs and avoid duplication.

INTERNATIONAL LAW AND COOPERATION

The Department of International Law and Cooperation contributes to the development and clarification of IHL, promotes that law and other relevant norms, and provides expert services for the integration of applicable legal provisions into relevant structures and systems. It works to enhance the coherence and coordination of Movement action. It also endeavours to improve coordination among humanitarian actors in general and participates in a wide array of policy debates on strengthening humanitarian action. It contributes to better understanding and acceptance of the ICRC's humanitarian action and the principles and policies that guide its work.

Amid the continued prevalence of armed conflicts and other situations of violence in various contexts worldwide, the Department of International Law and Cooperation worked to enhance the relevance and effectiveness of the ICRC's response in a challenging and constantly changing environment. It reaffirmed the organization's position and reputation as a reference on IHL by making further progress in the "Strengthening IHL" process, developing comprehensive online training programmes open to the general public and continuously investing in blended learning approaches. The Department further strengthened its direct engagement with National Societies, helping prepare models and tools for more effective Movement coordination in the field. The 2013 Council of Delegates adopted important resolutions on key issues, such as Movement coordination and cooperation, and provided a platform for discussion on a number of other contemporary challenges, such as those related to the Health Care in Danger project, weapon-related issues, social inclusion for people with disabilities, sexual and gender-based violence and the Fundamental Principles. At the end of 2013, the ICRC Assembly adopted a policy document on the organization's role in situations of violence below the threshold of armed conflict.

LEGAL CAPACITY AND PROTECTION OF THE ICRC

The ICRC continued to strengthen its legal capacity and the protection of its staff and of the Movement's emblems. Legal protection of the ICRC's privileges and immunities – including its right not to disclose confidential information – in the countries where it conducts activities is crucial to the organization's ability to efficiently fulfil its internationally recognized humanitarian mandate in a neutral, independent and impartial manner, without excessive financial and administrative burdens.

INTERNATIONAL HUMANITARIAN LAW

The protection of victims of armed conflicts is largely dependent on respect for IHL. In accordance with the mandate conferred on it by the international community, the ICRC strives to promote compliance with and better understanding and dissemination of IHL, and to contribute to its development.

ENSURING RESPECT FOR IHL BY THE PARTIES TO ARMED CONFLICTS

Based on advice provided by the Legal Division, ICRC delegations worldwide shared the ICRC's legal classification of situations of violence with the authorities concerned and, through confidential representations, reminded them of their obligations under IHL or other relevant bodies of law.

STRENGTHENING IHL: OUTCOMES OF THE 31ST INTERNATIONAL CONFERENCE

Activities related to the "Strengthening IHL" process continued apace. In accordance with Resolution 1 of the 31st International Conference, the first track of the process aims to devise ways of strengthening the protection of persons deprived of their freedom in non-international armed conflicts, while the second track seeks to enhance the effectiveness of IHL compliance mechanisms.

A series of four regional consultations with State representatives, held from November 2012 to April 2013, explored how the substantive rules of IHL might be strengthened to better protect detainees in non-international armed conflicts. During the consultations, government experts exchanged views on humanitarian and legal challenges related to conditions of detention, the specific concerns of vulnerable detainee groups, transfers of detainees and grounds and procedures for internment. They also discussed the next steps in the process and the possible outcomes. The conclusions from these consultations were presented at a November 2013 meeting of all permanent missions in Geneva, where the ICRC also announced its plans to hold a round of more focused thematic consultations on specific legal issues in 2014.

A joint initiative with the Swiss government focused on the second track of the process. In April 2013, a meeting among a group of States delineated the possible functions that a new IHL compliance system could have. Another meeting of over 70 States in June confirmed their interest in engaging in regular dialogue on IHL issues through a dedicated forum and in further discussing a number of compliance functions. In December, discussions among States determined that periodic reporting on national compliance, as well as thematic discussions, should be among the functions of a future IHL compliance system.

CUSTOMARY IHL

In partnership with the British Red Cross, the ICRC pursued its work to update the online customary IHL database. States, international organizations, international and domestic judicial and quasi-judicial bodies, academic institutes and ICRC staff used both the original study on customary IHL (published in 2005) and the database as legal references. The database continued to be updated with international practice up to 2011 and, in February 2014, it will be updated with national practice in 20 additional countries up to 2010.

NEW TECHNOLOGIES IN ARMED CONFLICTS AND CYBER WARFARE

The ICRC continued to act as a reference organization on the humanitarian and legal consequences of remote-controlled, automated and autonomous weapon systems and on cyber warfare. Activities in this area included participation in expert meetings, public communication of the ICRC's position on these issues and discussions with government representatives, including with States party to the Convention on Certain Conventional Weapons.

During the year, the ICRC expanded its bilateral dialogue with governments on the topic of cyber warfare. The publication of an article in the *International Review of the Red Cross* and active participation in governmental and expert conferences directly contributed to the promotion of IHL rules applicable in cyber warfare.

USE OF FORCE IN ARMED CONFLICTS

Published in November 2013, a report entitled *The Use of Force in Armed Conflicts: Interplay between the Conduct of Hostilities and Law Enforcement Paradigms* provides an account of the debates that took place during an expert meeting organized by the ICRC in 2012.

PRIVATE MILITARY AND SECURITY COMPANIES

The ICRC continued to promote the Montreux document on private military and security companies, which has been signed by 49 States and 3 international organizations as of end-2013. At the Montreux+5 Conference, organized jointly by the government of Switzerland and the ICRC in December, participating States took stock of the progress made in terms of regulation in this area, identified remaining challenges in the national implementation of the document and expressed interest in institutionalizing the dialogue among signatory States.

UPDATE OF THE COMMENTARIES ON THE 1949 GENEVA CONVENTIONS AND THEIR 1977 ADDITIONAL PROTOCOLS

Throughout the year, various authors from inside and outside the organization contributed to the project to update the commentaries on the 1949 Geneva Conventions and their 1977 Additional Protocols. Research has been carried out on some 100 topics since the project started. By the end of 2013, commentaries on more than 120 articles had been drafted and 70 of these draft texts had been reviewed by the Editorial Committee. As a result, the updated Commentary on the First Geneva Convention will be submitted for peer review in 2014 and is on track for publication in 2015.

LANDMINES, CLUSTER MUNITIONS AND EXPLOSIVE REMNANTS OF WAR

ICRC expert contributions regarding the implementation of the Anti-personnel Mine Ban Convention and the Convention on Cluster Munitions helped ensure that the States Parties were making progress on their commitments under these Conventions. These included clearance and stockpile destruction, the adoption of national implementing legislation and victim assistance. In support of the implementation of the Anti-personnel Mine Ban Convention, the ICRC commented on several requests for extensions of clearance deadlines, which led to improvements in the information provided in the requests and contributed to the States Parties' analysis and decision-making.

The ICRC also continued to promote universal adherence to and implementation of the Protocol on Explosive Remnants of War (Protocol V) of the Convention on Certain Conventional Weapons. It published and disseminated a report on an expert meeting convened in November 2012 to identify and address challenges related to the establishment of responsibilities for the recording, retention and transmission of information regarding the use or abandonment of explosive ordnance.

ARMS TRADE TREATY

After eight years of efforts by civil society actors and the ICRC to promote an international treaty as a means of protecting civilians from the effects of unregulated or poorly regulated arms transfers, the Arms Trade Treaty was adopted by the UN General Assembly on 2 April 2013. The ICRC actively engaged governments in the run-up to and during the final Diplomatic Conference on this treaty, particularly to ensure that it would contain strong IHL-based criteria for arms transfers. The treaty's adoption represented a historic advance and a significant response to the global humani-tarian concerns related to this issue, and the ICRC actively promoted its ratification and implementation.

NUCLEAR WEAPONS

In international discussions on nuclear non-proliferation and disarmament, a growing number of States are echoing the concerns expressed by the Movement in Resolution 1 adopted by the 2011 Council of Delegates, which appealed to States to begin negotiations to prohibit and eliminate nuclear weapons and encouraged National Societies to take up the issue with their governments. Progress was made on the resolution's implementation, thanks to collaborative efforts by National Societies and the ICRC, including the development of an action plan adopted by the 2013 Council of Delegates. The ICRC actively participated in an intergovernmental conference on the humanitarian impact of nuclear weapons, hosted by Norway, and continued to communicate the Movement's concerns about these weapons in a variety of intergovernmental fora, including meetings of States party to the Treaty on the Non-Proliferation of Nuclear Weapons and of the UN General Assembly.

USE OF TOXIC CHEMICALS AS WEAPONS FOR LAW ENFORCEMENT

In February, after two expert meetings on the implications for life, health and international law of the use of so-called "incapacitating chemical agents", the ICRC published its position on the matter. The ICRC considers that the use of toxic chemicals as weapons for law enforcement purposes should be limited exclusively to riot control agents, which have long been accepted as a legitimate means of law enforcement. The ICRC widely disseminated its position, notably among the States party to the Chemical Weapons Convention, including through a statement to the Convention's Review Conference in April.

OTHER MATTERS

Other key issues receiving special legal attention included the interplay between IHL and human rights, the protection of health care workers and facilities in emergencies, the protection of particularly vulnerable groups in armed conflicts, the legal basis for humanitarian assistance, the protection of journalists, legal and humanitarian concerns related to operations by multinational forces, and international criminal law.

The 68th Session of the UN General Assembly and the deliberations of the Human Rights Council gave the ICRC the opportunity to promote IHL and its proper implementation, and to follow IHL developments and related issues, such as the protection of children and women in armed conflicts, counter-terrorism, torture, IDPs, arbitrary detention, the protection of human rights during peaceful demonstrations, transitional justice, enforced disappearances and the protection of journalists.

INTEGRATION AND PROMOTION OF THE LAW
PROMOTING THE UNIVERSALITY OF IHL INSTRUMENTS AND THEIR NATIONAL IMPLEMENTATION

The Advisory Service on IHL provided legal and technical inputs to governments and international and regional organizations through its network of legal advisers, in the field and at headquarters. It facilitated the ratification of/accession to and implementation of IHL-related treaties, including in such areas as the use of force, the repression of war crimes, the rights of the missing and of their families, the prohibition and regulation of certain weapons, and the protection of cultural property in armed conflict.

The Advisory Service provided inputs and advice for the ICRC's dialogue with governments to encourage their ratification of the Arms Trade Treaty. It mapped 39 domestic laws dealing with access to and protection of health care in armed conflicts and other emergencies, for discussion with experts in January 2014. Policy-makers were provided with additional references to guide them in the application of IHL and other related legal norms, with the publication of model legislative provisions on the recruitment/deployment of children in armed conflicts and the report entitled *Preventing and repressing international crimes: towards an intgrated approach based on national practice[1]*. New tools were also developed to facilitate the establishment, at the domestic level, of penalties for war crimes and other offences under international criminal law. Judges and prosecutors from several countries who were involved in the prosecution of war crimes received training in IHL, including at an event in Dakar, Senegal co-organized with the African Union and the Extraordinary African Criminal Chambers.

New national IHL committees are being established every year, bringing the total number worldwide to 104 as of end-2013. These committees shared their experiences, good practices and challenges in six regional conferences, including the third meeting of representatives of national IHL committees from Commonwealth member States. Likewise, national IHL committees from the Americas held a first formal dialogue with the Committee for Juridical and Political Affairs of the Organization of American States.

Representatives of governments, academia and civil society from over 100 countries discussed the integration of IHL norms into domestic law and new developments linked to IHL at 43 ICRC-organized/supported regional events.

These activities contributed to 62 ratifications of IHL treaties or other relevant instruments (or amendments to them) by 39 countries, including 2 declarations of recognition of the competence of the International Humanitarian Fact-Finding Commission.

▶ 1 State (South Sudan) acceded to the 1949 Geneva Conventions
▶ 1 State (South Sudan) acceded to Additional Protocol I
▶ 2 States (Kuwait and Saint Vincent and the Grenadines) made the Declaration provided for in Article 90 of Additional Protocol I
▶ 1 State (South Sudan) acceded to Additional Protocol II
▶ 4 States (Kenya, New Zealand, South Sudan and Suriname) ratified/acceded to Additional Protocol III
▶ 1 State (New Zealand) acceded to Protocol I to the Hague Convention on Cultural Property
▶ 3 States (Cambodia, Morocco and New Zealand) ratified/acceded to Protocol II to the Hague Convention on Cultural Property
▶ 4 States (Cameroon, Guyana, Malawi and Nauru) ratified/acceded to the Biological Weapons Convention
▶ 2 States (Kuwait and Zambia) acceded to the Convention on Certain Conventional Weapons
▶ 3 States (Bangladesh, Kuwait and Zambia) ratified the Amendment to Article 1 of the Convention on Certain Conventional Weapons

▶ 2 States (Kuwait and Zambia) acceded to Protocol I to the Convention on Certain Conventional Weapons
▶ 1 State (Zambia) acceded to Protocol II to the Convention on Certain Conventional Weapons
▶ 2 States (Kuwait and Zambia) acceded to Protocol III to the Convention on Certain Conventional Weapons
▶ 1 State (Kuwait) acceded to Protocol IV to the Convention on Certain Conventional Weapons
▶ 3 States (Bangladesh, Kuwait and Zambia) acceded to Protocol V to the Convention on Certain Conventional Weapons
▶ 7 States (Andorra, Bolivia, Chad, Iraq, Liechtenstein, Nauru, Saint Kitts and Nevis) ratified/acceded to the Convention on Cluster Munitions
▶ 2 States (Somalia and the Syrian Arab Republic – hereafter Syria) acceded to the Chemical Weapons Convention
▶ 1 State (Côte d'Ivoire) ratified the Rome Statute
▶ 1 State (Guinea-Bissau) ratified the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
▶ 5 States (Burundi, Italy, Nauru, Norway and Portugal) ratified/acceded to the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
▶ 4 States (Cambodia, Lesotho, Lithuania and Morocco) ratified/acceded to the Convention on Enforced Disappearance
▶ 2 States (Cameroon and Zimbabwe) ratified/acceded to the Optional Protocol to the Convention on the Rights of the Child
▶ 9 States (Antigua and Barbuda, Costa Rica, Grenada, Guyana, Iceland, Mali, Mexico, Nigeria and Trinidad and Tobago) ratified the Arms Trade Treaty

In addition, 12 countries adopted 13 pieces of domestic legislation to implement various IHL treaties, and many prepared draft laws on other related topics.

RESEARCH, TRAINING AND DEBATE ON IHL
IHL COURSES FOR ACADEMICS AND HUMANITARIAN PRACTITIONERS

Education and IHL specialists provided support for interaction between ICRC delegations, on the one hand, and academic circles, humanitarian practitioners and other influential players, on the other, organizing training events, facilitating the sharing of best practices and developing relevant tools, including online resources.
▶ 144 students from 34 countries participated in the Jean-Pictet Competition on IHL
▶ 32 university lecturers from more than 20 countries participated in the ICRC's biannual Advanced Training Course in IHL
▶ 32 participants from 13 countries took part in the first French-speaking edition of a course specifically designed for humanitarian practitioners, in Lyon, France

EVENTS AND VISITS
▶ 200 diplomats and senior representatives of international organizations/NGOs in Geneva, Switzerland, attended the inauguration of the ICRC's new visitor and conference centre, the Humanitarium, and a high-level panel on contemporary challenges in humanitarian action
▶ more than 300 diplomats, university lecturers, researchers and humanitarian practitioners attended a conference and web seminar on "Contemporary Challenges of Non-International Armed Conflicts", organized at the ICRC Humanitarium for the Paul Reuter Prize Award Ceremony

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1. Original in French; to be published in English in 2014.

- thematic issues of the *International Review of the Red Cross* were launched in Geneva (in cooperation with the Geneva Centre for Education and Research in Humanitarian Action), the Netherlands (with The Netherlands Red Cross), and Australia (with the Australian Red Cross); a live web seminar on the future of humanitarian action was organized in partnership with Harvard University's Program on Humanitarian Policy and Conflict Research
- over 130 groups (about 3,120 people) from 30 countries became more knowledgeable about IHL and the ICRC during information sessions organized by the ICRC Visitors Service

IHL TEACHING TOOLS AND PUBLICATIONS

- four issues of the *International Review of the Red Cross*, on the themes of violence against health care, multinational operations and the law, the scope of application of IHL and generating respect for the law, respectively, were published and distributed worldwide, with certain articles being translated into five languages
- a first online course on the basic rules and principles of IHL was developed and will be made available to the general public on several electronic platforms in early 2014
- following discussions on issues related to the risk of trivialization of IHL violations in video games, the Czech video game company Bohemia Interactive and the ICRC signed a partnership agreement for the use of the company's Arma III software; with its aid, the ICRC produced several virtual reality tools (war games scenarios built with high-end graphics engines) to enhance its capacity to conduct IHL training for weapon bearers using digital simulations
- the ICRC produced a ready-to-use workshop module for university students on "Health Care in Danger: Responsibilities of Medical Personnel in Armed Conflicts and Other Emergencies"

DIALOGUE WITH ARMED, SECURITY AND POLICE FORCES, AND OTHER WEAPON BEARERS

MILITARY AND ARMED FORCES

Through its network of 25 specialized delegates, the ICRC pursued its dialogue with the armed forces of more than 160 countries. An additional specialized position created in Amman, Jordan, enhanced support for the ICRC's action in that region.

During the Senior Workshop on International Rules Governing Military Operations, in Cartagena, Colombia, co-organized with the Colombian armed forces, 70 generals and senior officers from 55 countries discussed the integration of relevant legal norms into their decision-making processes and operational orders.

Building on a consultation process with armed forces in more than 30 countries, 28 senior officers and generals from 20 countries in all continents identified practical measures to ensure better respect for health care personnel, vehicles, facilities and their patients. The ICRC co-hosted the workshop with the Australian government in Sydney, Australia.

At another event, in Geneva, nine military legal advisors from nine countries in all continents examined the role of disciplinary sanctions in strengthening compliance with the law, and identified best practices in this respect.

POLICE AND *GENDARMERIE*

Ten specialized delegates pursued dialogue with police forces in about 80 countries on the integration of relevant legal norms regulating the use of force and firearms, arrest and detention. An additional specialized position created in Beirut, Lebanon, enhanced support for ICRC action in that region.

In various countries, the ICRC organized and supported workshops on international standards for police work. In Denpasar, Indonesia, 22 senior police officers from 12 countries in the Asia-Pacific and South Asia regions took part in a workshop on public order management. Similarly, the Colombian police co-organized and conducted a seminar on internationally recognized legal standards on the use of force and firearms, which was attended by 46 senior police officers from Brazil, Chile, Colombia and Paraguay.

OTHER WEAPON BEARERS

The ICRC engaged in dialogue with armed groups in more than 40 countries in support of its operational capacity and to help promote respect for IHL. Consultations with 20 armed groups (including the *maras* in El Salvador and armed groups in contexts affected by armed conflict, such as the Democratic Republic of the Congo and Syria) helped develop a shared understanding of issues linked to respect for and protection of health care, and identify measures to prevent/minimize the humanitarian consequences of armed attacks on health care personnel, vehicles, facilities and their patients.

Field commanders from Syrian armed groups attended seven IHL training sessions. In addition, an online IHL training module was specifically designed to reinforce and broaden efforts to disseminate IHL principles to these groups.

MULTILATERAL DIPLOMACY, POLICY AND HUMANITARIAN ACTION

International fora are essential platforms for the ICRC to keep informed about ongoing debates on situations, policies and megatrends relevant to humanitarian action; to promote and facilitate its strictly neutral, impartial and independent humanitarian action; and to further knowledge of, respect for and – whenever appropriate – development of IHL. The ICRC shared its position on issues of humanitarian concern through multilateral and bilateral contacts within these fora, aiming to influence the humanitarian debate. The results of this long-term engagement can often only be measured over time, for instance in terms of support mobilized for ICRC efforts to obtain access to conflict victims.

INFLUENCING THE HUMANITARIAN DEBATE IN INTERNATIONAL FORA

The ICRC continued to invest in its relationships with strategic multilateral organizations through which it could influence important decisions about IHL and humanitarian action. This helped preserve the ICRC's neutral, impartial and independent humanitarian approach.

Dialogue on humanitarian issues of common interest with regional organizations, such as the Association of Southeast Asian Nations, the League of Arab States, the Shanghai Cooperation Organization and the South Asian Association for Regional Cooperation, further developed. In the framework of their cooperation agreement, the Humanitarian Affairs Department of the Organization of Islamic Cooperation (OIC) and the ICRC held a workshop in Jeddah, Saudi Arabia on current challenges for humanitarian action,

followed by a second high-level meeting in Geneva. The ICRC also participated in the OIC summit in Cairo, Egypt, and the annual session of its Council of Foreign Ministers in Conakry, Guinea. In Africa, in addition to its strong cooperation with the African Union, the ICRC also strengthened its relationship with the main regional economic communities and parliamentary organizations.

Dialogue between the UN Human Rights Council and its related bodies and the ICRC on various humanitarian issues was further developed in the light of both organizations' expertise.

On the occasion of the presentation and adoption of a report on the issue of missing people, the ICRC president addressed the Parliamentary Assembly of the Council of Europe regarding humanitarian concerns linked to this theme.

Together with Wilton Park, a renowned forum for global change based in the United Kingdom of Great Britain and Northern Ireland, the ICRC launched a high-level dialogue in Istanbul, Turkey, with emerging players and stakeholders in order to enhance understanding among them of how to forge a common reading of the humanitarian endeavour.

Dialogue with actors from the private sector – including those from emerging markets – on the roles they play in armed conflicts and other situations of violence focused on IHL promotion and on the ICRC's humanitarian mandate. Progress was made with the Geneva Centre for the Democratic Control of Armed Forces on a set of guidance tools for companies from the extractive sector on implementing the Voluntary Principles on Security and Human Rights. The *International Review of the Red Cross* published a special issue on business, violence and conflict.

ENHANCING COOPERATION AND COORDINATION AMONG HUMANITARIAN PLAYERS

Coordinating its humanitarian response with other players remained an essential task for the ICRC (see also *New York*). Given the high diversity of humanitarian actors – including authorities, UN agencies, international/regional/national organizations, religious groups engaged in humanitarian work and National Societies – coordination continued to require adaptation of existing mechanisms.

Taking a pragmatic approach towards both institutional and operational coordination, the ICRC regularly participated in meetings and bilateral discussions at regional and field levels, sharing its analyses of the context or of the security environment, needs assessments, experience and technical expertise with other humanitarian actors, to the extent compatible with its independent status and confidential approach. It continued to focus on purely humanitarian aims, preserving the neutral, impartial and independent quality of its action.

As part of its regular high-level dialogue with the UN Secretariat, humanitarian agencies and other external actors, the ICRC sought to ensure that these bodies' cooperation with National Societies did not undermine the operational capacity of the Movement's components or jeopardize their ability to work in accordance with the Fundamental Principles.

In December, the ICRC hosted the Principals meeting of the Inter-Agency Standing Committee. It also maintained relations with many other international stakeholders, engaging them on topics related to humanitarian action, coordination and policy-making.

POLICY

The ICRC's policy on its role in situations of violence below the threshold of armed conflict was adopted at the end of 2013 and is slated for publication in early 2014.

The project on the principles guiding humanitarian action, aimed at promoting a coordinated and principled Movement approach and at shaping the debate on humanitarian action, was pursued throughout 2013 in cooperation with the International Federation and the British Red Cross. The ICRC led several consultations and field studies and organized meetings on the subject with NGOs (including faith-based organizations) and NGO consortia. It also organized a workshop on the implementation of the Fundamental Principles, in the framework of the 2013 Council of Delegates.

MOVEMENT COORDINATION AND COOPERATION
PARTNERSHIP AND CAPACITY BUILDING WITH NATIONAL SOCIETIES

An external evaluation, based on 231 interviews conducted in 6 contexts and responses from 339 individuals in 63 countries who participated in an online survey, found that the ICRC had increased the effectiveness of the humanitarian operations it carried out through operational partnerships with National Societies in their own countries. The large majority of National Society and ICRC staff who answered the survey clearly saw the benefits of such operational partnerships: greater geographical reach, better access to and acceptance by beneficiary communities, and more relevant assistance reaching beneficiaries. The recommendations from this evaluation will be implemented starting in 2014.

The framework for financial support to operational National Societies, which aims to facilitate financial management in operational partnerships and introduce accountability mechanisms in line with international standards, was fully implemented in all ICRC delegations by year-end.

Based on institutional humanitarian partnership framework agreements, work also continued with 11 National Societies on global issues and in support of operations.

The core guide on the Safer Access Framework for all National Societies was completed, and promoted at the Council of Delegates. This practical reference tool provides guidance to National Society leaders on increasing their and their staff and volunteers' acceptance, security and access to people and communities with humanitarian needs. Other tools, such as three case studies (from Afghanistan, Lebanon and South Africa) and accounts of selected experiences from several National Societies, have also been made available online at www.icrc.org/saferaccess.

The ICRC provided technical input for and trained staff who acted as facilitators in the International Federation's Organizational Capacity Assessment and Certification Self-Assessment process for National Societies.

OPERATIONAL AND MOVEMENT COORDINATION SUPPORT

ICRC delegations received support to establish or strengthen Movement coordination mechanisms. Four new Movement coordination agreements were signed, bringing the total number of such agreements in force worldwide to 23 at year-end.

The ICRC provided information in 19 special notes and joint statements on humanitarian crises in Afghanistan, the Central African Republic, Egypt, Mali, the Philippines, South Sudan and Syria. It placed particular emphasis on strengthening the Movement response to the humanitarian crisis in Syria, including by organizing meetings of the Movement Advisory Platform and developing a joint Movement narrative.

Movement coordination and cooperation was one of the main issues discussed at the 2013 Council of Delegates in Sydney. In preparation for the meeting, the International Federation and the ICRC jointly commissioned independent reviews on Movement coordination and cooperation with external actors in four contexts (Haiti, Mali, the Philippines and Syria). In addition, 12 survey-based country reviews followed a similar approach and involved all Movement components.

A report presented the findings of these reviews and informed the Council's discussions and its final resolution on this topic. The reviews also guided the development of an International Federation/ICRC vision paper on Movement coordination. The Council of Delegates resolution proposed a process to strengthen Movement cooperation over the next two years, with a focus on the following areas:
- strengthening leadership and coordination roles
- scaling up the Movement's operational preparedness and response
- promoting coherent and well-coordinated internal and external communications
- exploring new Movement-wide resource-mobilization approaches

National Societies received technical guidance in working with external protagonists (private sector, other humanitarian agencies or governments). The International Federation and the ICRC co-organized a workshop on this topic during the 2013 Council of Delegates, focusing on UN entities and civil protection.

MOVEMENT PRINCIPLES AND RULES
The Joint International Federation/ICRC Commission for National Society Statutes (Joint Statutes Commission) continued to support National Society efforts to adhere to the Fundamental Principles and to strengthen their legal and statutory bases in line with Movement standards. Throughout the year, it provided comments and recommendations to over 50 National Societies on draft or newly adopted statutes and on domestic laws supporting/recognizing the National Society. To this end, the Commission kept track of National Society statutes and related national legislation worldwide. It also conducted a survey with chosen National Societies on how to further strengthen the Movement's work in this field.

Based on its statutory responsibilities and pursuant to the recommendation of the Joint Statutes Commission, the ICRC recognized the South Sudan Red Cross Society as the Movement's 189th National Society, on 18 June 2013.

The ICRC dealt with and responded to over 50 inquiries relating to the proper use of the red cross, red crescent and red crystal emblems. On this topic, it also provided regular advice and recommendations to ICRC delegations, National Societies, governments and the private sector and, together with Movement components, continued its dialogue with the Internet Corporation for Assigned

Names and Numbers (see *Communication and Information Management*). In the framework of the Movement's International Branding Initiative, the 2013 Council of Delegates adopted a resolution affirming the existing legal and regulatory framework on the use of the emblems (see *Communication and Information Management*).

National Societies directly contributed to three expert workshops held as part of the Health Care in Danger project. These workshops focused on safe delivery of health care by National Societies in armed conflicts (Islamic Republic of Iran), ambulance and pre-hospital services in risk situations (Mexico) and the physical safety of health care facilities (Canada). The report of the workshop in Mexico was launched and promoted during the Council of Delegates.

MOVEMENT POLICY
Following a consultation process in which they all participated, the Movement components adopted nine resolutions and debated topics of priority concern at nine interactive workshops during the 2013 Council of Delegates. The resolutions focused on, *inter alia*, strengthening IHL, weapon-related issues, Movement coordination, the International Branding Initiative and the social inclusion of people with disabilities. All of these were also among the topics proposed for the preliminary agenda of the 32nd International Conference in 2015. The workshops also provided a platform for the exchange of experiences regarding humanitarian action to address the needs and concerns of vulnerable migrants and the response to sexual and gender-based violence.

COMMUNICATION AND INFORMATION MANAGEMENT

The Communication and Information Management Department seeks to foster understanding and acceptance of the ICRC's work and of IHL. It aids institutional decision-making by monitoring the environment in which the ICRC operates and tracking its reputation. It develops result-oriented external communication strategies, which, drawing on its quality language services, it implements through public relations, online communication and the production of audiovisual and printed content. It also ensures the coherence of internal information management, including the safeguarding of institutional memory for internal and external use. Furthermore, the department provides information and communications systems and technologies that meet operational and corporate requirements.

Via its media relations, online communication channels, publications, audiovisual tools and social marketing campaigns, the Communication and Information Management Department focused on communicating on humanitarian concerns, including those raised by the Health Care in Danger project, on IHL and other relevant legal norms, and on the ICRC's work in order to influence and ensure the support of external stakeholders. It used the "150 years of humanitarian action" initiative to widen awareness of the consequences of past and present armed conflicts and other situations of violence and to strengthen support for the Movement's approach to addressing them. The initiative also provided a unique opportunity to recognize the achievements of ICRC staff.

The department contributed to institutional decision-making by monitoring and analysing the ICRC's operating environment and by tracking its reputation. Internally, a wide-ranging survey of ICRC staff provided a comprehensive picture of their opinions and expectations.

By continuing to implement the Information Environment strategy, in support of the ICRC's response to humanitarian needs, the department ensured that the organization's information management, systems and technology were handled in an integrated manner. In response to the organization's requirements, it made improvements in information management practices and in the provision of information and communication technology (ICT) solutions. The adoption of an updated policy to manage the archives marked a key step in safeguarding and leveraging the ICRC's institutional memory for internal and external audiences.

COMMUNICATION
PUBLIC RELATIONS

Working with the media and National Societies, the ICRC focused its public relations activities on raising awareness of and support for its work as a major humanitarian player protecting and assisting people affected by armed conflicts and other situations of violence. Those activities positioned the ICRC as a reference for IHL and other relevant legal norms and advocated better respect for these rules. For example, they highlighted the importance of adopting the Arms Trade Treaty and the need to safeguard health care services.

Providing a field-based perspective of the needs of conflict/violence-affected populations and the ICRC's response to them, public communication drew attention to the humanitarian crises in contexts such as Afghanistan, the Central African Republic, the Democratic Republic of the Congo, Israel and the occupied territories, Mali, Myanmar, Somalia, South Sudan and the Syrian Arab Republic (hereafter Syria). It informed global audiences of the ICRC's response to security incidents affecting staff and operations and highlighted the organization's role as a neutral intermediary in the safe transfer of POWs and/or people held by armed groups in Colombia, South Sudan and Sudan. The Factiva database, which monitors a worldwide selection of print and online media and news wires, recorded some 15,000 mentions of the ICRC.

The ICRC's communication efforts contributed to promoting acceptance of the Movement's work by fostering awareness of the contributions of National Societies. They strengthened contacts with beneficiaries (for example, in the Philippines) and proved vital in endeavours to attract the support of private donors. Activities conducted in relation to the "150 years of humanitarian action" initiative (see below, *Social marketing*) sought to influence public debate on humanitarian issues, including the importance of neutral, impartial and independent humanitarian action. Drawing on support and tools provided by headquarters, many delegations used such activities as opportunities to further enhance the ICRC's access to people in need. Global mainstream media produced more than 200 articles/reports about the initiative and related events.

Journalists learnt more about IHL and the protection it affords them through seminars conducted by delegations with headquarters support. Media professionals at risk because of events linked to armed conflicts or other situations of violence sought help through the ICRC's hotline for journalists on dangerous assignments, which registered about a dozen individual cases.

As part of its response to crises, the ICRC boosted its communication capacities. For instance, in Afghanistan, Mali, the Philippines and South Sudan, it rapidly deployed five additional communication officers to support operations there. The Public Communication Division recruited and deployed 11 new communication specialists, including four Arabic speakers, and backed delegation efforts to recruit and train a dozen communication staff. The delegations in Israel and the occupied territories, Mali and South Sudan benefited from support in helping new communication staff build their capacities. As a result of various training activities, field staff in different countries honed their abilities, notably to define and implement communication plans to facilitate better access to beneficiaries, give media interviews, create audiovisual and print materials, and communicate effectively about IHL and other legal rules. They also familiarized themselves with the result-based management approach during these courses. Six senior managers, including four heads of delegation based in the Middle East, participated in a media relations course. Two meetings updated 59 heads of field communication departments on institutional priorities while strengthening coordination between field communicators and headquarters.

Contacts with other organizations – for example, during a seminar for Movement partners on beneficiary communication and through the ICRC's membership in the Communication with Disaster-Affected Communities network, which comprised humanitarian, development and media organizations – allowed the exchange of effective practices in engaging various audiences.

The department continued to support efforts by the three regional communication support centres, in Buenos Aires (Argentina), Cairo (Egypt) and Moscow (Russian Federation), to provide communication services to delegations and headquarters alike. Work continued on the development of a new management model for the centres.

Owing to other priorities, the revision of the ICRC's communication policy was postponed to 2014.

ONLINE PUBLISHING

The ICRC continued to develop its multilingual online communication through its website, www.icrc.org, and multiple social media channels. A new online strategy adopted in 2013 identified three priorities: responding to the expectations of the users of ICRC online platforms; decentralizing the management of online media to strengthen the involvement of the delegations and headquarters entities concerned; and ensuring the continuous development of online platforms in line with changes in technology. Based on this strategy, specialists at headquarters refocused the production of online content – text, photos, videos, slide shows, maps and other illustrations – to target general audiences, including private donors, who are not always familiar with the ICRC and its work. The design of the most frequently visited web pages was adapted to mobile devices, and progress was made on deploying an additional content management system. With support from headquarters, several delegations, including Israel and the Occupied Territories and Moscow (regional), set up dedicated online platforms and social media tools to strengthen relations with key stakeholders.

The ICRC website, available in Arabic, Chinese, English, French, Portuguese, Russian and Spanish, and IHL databases in English and French registered more than 16 million page views. The English-language site accounted for half of the hits, followed by the Spanish and French sites. Afghanistan, Colombia, Mali, the Philippines and Syria attracted the most interest. Public interest in the ICRC's social media platforms grew significantly, especially Facebook (more than 250,000 "likes", about four times more than in 2012), Twitter (some 217,000 followers in several languages, nearly twice more than in 2012) and YouTube (some 520,000 views of ICRC videos compared to 300,000 in 2012).

Work to improve the ICRC's online fund-raising capability continued (see *Financial resources and logistics*).

PRODUCTION AND DISTRIBUTION

The department produced a range of audiovisual materials and publications to illustrate humanitarian crises and the ICRC's response to them. A total of 75 sets of footage, including 54 video clips for the ICRC website and 25 news items, illustrated humanitarian crises in the Central African Republic, Mali, the Philippines, Syria, Yemen and other contexts, focusing on problems such as attacks on health care services. Four films completed in 2013 highlighted different aspects of the organization's work. For example, one featured efforts to tackle TB in prisons in Uganda, while another, entitled "Panorama", gives an overview

of the ICRC's activities worldwide. Some 42 new and 26 revised print publications sought to increase public understanding of priority themes such as the protection of health care services.

The introduction of a dedicated online ordering and distribution platform (https://shop.icrc.org/) made it easier for delegations and external customers to order ICRC publications and films while reducing the resources required to manage these orders. In total, more than 380,000 copies of ICRC publications and films were distributed worldwide. In addition, the ICRC regularly circulated audiovisual material to broadcast media, National Societies and the general public via online channels. Available statistics showed an increase in downloads and views of ICRC footage, films and photos.

SOCIAL MARKETING

Social marketing activities linked to the "150 years of humanitarian action" initiative served as opportunities for spreading awareness of the ICRC's work. A special webpage showcased the ICRC's history and contemporary challenges using multimedia content and digitized versions of 500 key documents from the archives. Over 40 delegations used a photo exhibition tracing the ICRC's history, and countless viewers watched 12 online video interviews with experts in different fields on the current state of humanitarian action. Organized with local authorities and civil society groups in Geneva, Switzerland, several activities commemorated the different anniversaries covered by the initiative; for example, an event welcoming the public to ICRC headquarters attracted over 5,000 visitors. During the annual Red Cross and Red Crescent Day on 8 May, National Societies and ICRC delegations in 38 countries participated in a 24-hour worldwide relay run, while 66 delegations, often together with National Societies, organized various other events. In November, the Movement's Council of Delegates, held under the slogan "150 years of humanitarian action", began with an ICRC-produced video on the theme. A Facebook group dedicated to the Council of Delegates mobilized more than 2,000 volunteers.

As part of the Health Care in Danger project, the ICRC continued to implement a campaign aimed at drawing public attention to the lack of safe access to health care in many situations of armed conflict and other emergencies, mobilizing a community of concern around this issue and promoting practical measures to address the problem.

In more than 20 countries, delegations and National Societies organized communication activities around the project, including the production of posters and radio spots in Colombia, a photo award in France and a TedX event in Kyrgyzstan. Forty-three National Society/ICRC communication specialists strengthened coordination of activities during two meetings. The campaign was also aided by various media: more than 70 documents and audiovisual items on the topic, including a report on violent incidents affecting health care in 22 countries and a booklet on ambulances in risk situations; dedicated websites in Arabic, Chinese, Dutch, English, French, German, Polish, Portuguese and Spanish; and an online platform that encouraged interaction between over 300 specialists particularly concerned by the issue, such as health and humanitarian professionals, National Society staff and academics.

Authorities, health care professionals, National Society staff/volunteers and other concerned individuals participated in six panel discussions. Hundreds of thousands of people visited differ-

ent Health Care in Danger project events and installations, such as an outdoor photo exhibition in Geneva, a replica of a bombed-out ambulance placed in the centre of Sydney, Australia, during the Council of Delegates and the model of a partially destroyed medical tent set up during different international conferences. Thanks to a campaign organized with the support of the European Commission and seven National Societies, an estimated 12 million people in seven European capitals saw outdoor posters illustrating practical measures to safeguard health care. National and international media ran more than 60 items on the issue.

Together with the British and Kenyan Red Cross Societies and the International Federation, the ICRC continued to carry forward the International Red Cross Red Crescent Brands Initiative to improve understanding of and the response to the global challenges posed by different Red Cross/Red Crescent brand identities and to help enhance the Movement's reputation and influence. The 2013 Council of Delegates adopted a resolution establishing a common understanding of national and transnational positioning issues for the Movement and a commitment to the management of its brand identities. The resolution confirms the existing legal and regulatory framework on the use of the emblems and provides for the initiation of a process intended to define the terms and conditions for the development, in consultation with States, of a Movement logo for display in collective promotional initiatives. Meanwhile, National Societies can make better use of the emblems in operations and fundraising while respecting existing regulations, thanks to a document explaining the 1991 Emblem Regulations in a format suited to Movement communicators, marketers and fundraisers.

The ICRC sought to prevent the misuse of its logo and of the Red Cross emblem by screening about 20 requests by private enterprises and academic institutions to use them. Pursued in cooperation with the International Federation and several National Societies, dialogue with the Internet Corporation for Assigned Names and Numbers aimed to obtain permanent protection of the designations "red cross", "red crescent" and "red crystal" and of the names of the respective components of the Movement from registration as Internet domain names.

MULTILINGUAL COMMUNICATION
The ICRC continued to communicate in major languages with stakeholders worldwide and to extend its support base in countries of global or regional influence. Its language staff edited, translated and proofread over 10 million words contained in public communication materials and in statutory, legal, operational and donor-related documents. Headquarters experts provided technical know-how for translation teams at the ICRC's regional communication support centres in Buenos Aires, Cairo and Moscow.

ENVIRONMENTAL SCANNING AND RESEARCH SERVICE
The Environment Scanning and Research Unit monitored and analysed public information sources to help the ICRC optimize its understanding of its working environment. During acute crises, including security incidents affecting the ICRC, the unit produced daily digests of key information from open sources. ICRC operations benefited from ad hoc thematic and context-related research while seven reports based on data gathered from internal and other archival sources responded to internal requests. The Directorate's quarterly reviews (see *Directorate*) included regular statistical reports and analyses of the ICRC's visibility in traditional and social media. Public perception of the ICRC president's

visit to Israel and the occupied territories in June was examined through a detailed analysis of the media coverage.

Specialists in delegations enhanced their capacity in environment scanning during regional workshops organized in Côte d'Ivoire, Malaysia and the Russian Federation. The delegation in Israel and the occupied territories received technical advice on conducting research on the ICRC's reputation among political authorities. Security and other operational constraints prevented the conduct of a survey among beneficiaries in Afghanistan and Somalia.

Internally, ICRC staff worldwide expressed their views on the ICRC and their work in the institution in a survey conducted by the unit, which attracted some 3,800 responses. The unit also contributed several questions on the ICRC's reputation to a global opinion poll, covering 14 countries.

The regular monitoring of publications by former ICRC staff continued to ensure that the ICRC could respond to any breach in the contractual obligation of discretion.

INTERNAL COMMUNICATION
Internal communication continued to play a key role in managing crises such as security incidents affecting the ICRC and in building support for institutional endeavours such as the People Management programme. ICRC managers, led by the Directorate, drew on the expertise of internal communication specialists to communicate with staff. The Internal Communication Board, comprising representatives of each department, helped outline internal communication priorities and plan related activities. The development of internal communication plans supported various projects.

The results of a staff survey confirmed the prominence of the intranet as the key internal communication channel, as it showed that three quarters of staff members consulted the platform at least once a week. The same proportion said they had easy access to the information they needed to do their jobs, while 86% said they were confident about acting as an "ambassador" for the organization.

Current and former ICRC staff contributed more than 650 personal stories and photos to an internal interactive online platform set up to mark the organization's 150th anniversary. The intranet also hosted the first-ever internal blog, providing ICRC staff worldwide with up-to-date information from the 2013 Council of Delegates.

ARCHIVES AND INFORMATION MANAGEMENT
INFORMATION MANAGEMENT
The establishment of different mechanisms aimed to ensure the effective implementation of the Information Environment strategy, which guides the development of the ICRC's information systems, technology and management. These mechanisms included a group supervising the organization's information architecture and a board monitoring information security issues. Regular reporting mechanisms were instituted to update the Directorate and the Assembly on the strategy's implementation, cost and associated risks. The department analysed whether current and planned headquarters projects were compatible with the ICRC's information architecture, and it managed the institutional risks under its responsibility: information security and corporate transparency.

To strengthen information management and respond to delegation expectations, the department continued to develop new tools and processes within the Information Management programme, including a standard digital working environment that facilitates teamwork, an institution-wide search engine and an advanced records management system that enhances information sharing and security.

A project launched to consolidate existing ICRC guidelines and practices for the processing of personal data in the ICRC Data Protection Reference Framework aimed to ensure compliance with international and regional data protection requirements. It also sought to raise authorities' awareness of the specific aspects of personal data processing by the ICRC, notably in protection and restoring family links activities.

RECORDS MANAGEMENT

For the past 150 years, the archives have safeguarded reports on the ICRC's activities, registers of official decisions and legal and operational correspondence. The Archives and Information Management Division provided support for the management of these and other records and the organization of filing systems by delegations and headquarters, and it continued to implement filing procedures, provide training/coaching in records management and strengthen monitoring. During briefings, about 200 staff enhanced their knowledge of information and records management.

In 2013, the Assembly approved the updated policy for acquiring, managing and communicating archives and its related plan of action, defining goals and priorities to be implemented in 2013–17. The institutional archives covering the period 2006–10 were closed, with more than 24,000 files from general archives repackaged for long-term preservation. Thanks to the division's improved capacity to produce inventories and reports based on archived information for internal users, more than 600 internal research requests received responses. Preparations continued for the public opening of the 1966–75 archives in 2015.

LIBRARY AND PUBLIC ARCHIVES

The ICRC holds thousands of public records documenting its activities, those of the Movement, humanitarian work in general and IHL. These resources are used to profile the ICRC as a key humanitarian player and a reference organization on IHL. The Library and Public Archives Unit acquires, manages, preserves and raises awareness of these collections, which include countless films, photos and audio recordings.

The unit responded to more than 3,000 internal and external requests for information and documents and welcomed about 2,500 visitors. To promote awareness of the ICRC archives and library collections, it worked with universities and researchers in Algeria, Canada, the Netherlands and Switzerland, where it also signed an agreement on historical research with the University of Geneva. The unit participated in activities linked to the "150 years of humanitarian action" initiative and contributed several articles to historical journals and books. Work on a new tool aimed at allowing full online access to the ICRC's audiovisual collections made significant progress.

The unit continued to work with the Association for the Preservation of the Audiovisual Heritage of Switzerland to preserve historical audio and film recordings. It made progress on digitizing both the ICRC's video collection and the official documents of IHL-related diplomatic conferences and the Movement's International Conferences.

PRESERVATION AND TRACING ARCHIVES

The ICRC tracing archives responded to over 2,500 requests from victims of past armed conflicts and their next-of-kin, in particular those related to prisoners from the Second World War. Several recent additions of tracing documents were prepared for future research.

The restoration and digitization of the archives of the former International Agency for Prisoners of War (1914–18) will be concluded in time for the centenary of the First World War in 2014. Software applications, user guidelines and document descriptions developed in preparation for the online publication of the Agency's roughly 7 million records will facilitate public access to the information concerning prisoners from that period.

Delegation archives are no longer received at headquarters but at the ICRC's logistics centre at Satigny (just outside the city of Geneva). Total accruals in 2013 amounted to about 120 linear metres. Thanks to improved handling facilities and more available space, archival holdings, particularly tracing and medical files, were transferred to Satigny from several provisional locations. The logistics centre's modern storage facilities currently hold 5,000 linear metres of archives.

INFORMATION AND COMMUNICATION TECHNOLOGY

Acting on the Information Environment strategy, the ICT Division updated security guidelines governing the use of information technology and systems. It also improved its service for internal clients, delivering more projects on time than in previous years while improving the quality of support.

ICT PROJECTS DELIVERED

More than 15 projects carried on in 2013 included:
- software developments and upgrades related to various aspects of ICRC operations, including economic security, water and habitat and logistics activities, protection, archiving, information management, the intranet, the public website and IHL databases. Progress was made on key projects, notably:
  - new Enterprise Resource Planning software for the OSCAR (Operational Supply Chain, Agile and Reliable) project (see *Financial resources and logistics*)
  - a new Client Relation Management system for ICRC protection data (Prot6) and for National Society family-links services (Family-links Answers) (see *Operations*)
  - a new collaborative platform for improved information management and a new internal search engine as part of the Information Management programme
  - a new tool to allow direct online access to the ICRC's collection of films, photos and audio recordings
  - a new tool to manage reservations at the ICRC's training centre in Ecogia, near Geneva
- projects and initiatives related to ICT infrastructure, network and workplace services, such as:
  - Connect, a new data network connecting all field structures and headquarters, which must be installed before several centralized applications required by Operations and other departments can be rolled out

- the completion of RADAR (Reliable And Direct Access to Reference data), a project which aims to strengthen centralized management of reference data
- the roll-out of the new version of an operating system for field servers, which marked a first step toward improved mobile access to information systems
- the implementation of the single sign-on function for applications
- user-testing of mobile devices (tablets), to be introduced ahead of the planned move to the Windows 8 operating system
- the installation of wireless Internet access at many headquarters buildings and the ICRC's training centre in Ecogia

ICT HIGHLIGHTS

▶ launch of campaigns to raise awareness among ICRC staff of key ICT-related issues, such as information security, and the available support services

▶ deployment of ICT staff and material to back the ICRC response to emergencies in the Philippines and South Sudan and the relocation of part of the Afghanistan delegation to Tajikistan

▶ updating staff skills and knowledge through:
- Information Technology Infrastructure Library (ITIL, standard for ICT services) training
- management training for regional ICT managers
- a new online ICT staff forum on technological developments

▶ measures to further improve ICT security, including:
- implementation of recommendations emerging from the ICT audit completed in 2012
- introduction of new security risk assessments of major applications
- efforts to raise user awareness of ICT security rules and procedures

▶ deployment of phase two of an ICT solution for workflow automation and ticketing management (VSM) to improve the management of ICT services:
- 96% of calls were answered in November (target 95%)
- first-time closures for service desk level 1 enquiries reached 66% in November (target 65%)
- the percentage of incidents not resolved within the required time fell to 11% at the end of 2013 (target 20%)

▶ definition of a reference list of ICT activities for use with the ICT service catalogue in 2014

▶ development of dashboards to improve follow-up to the division's activities

▶ consultations with IBM and Microsoft on developing ICT services and on reducing costs

HUMAN RESOURCES

The Human Resources Department is responsible for ensuring that the ICRC has a sufficient pool of competent, trained staff to meet its operational needs worldwide. It develops the policies and tools for recruitment, compensation, training and talent management. Its policies are geared towards raising professional standards, developing the particular skills required for humanitarian work and promoting and supporting management of staff through its professional hierarchy. The Department strives to promote internal cohesion within the ICRC by encouraging staff to identify with the organization's visions and objectives. The ICRC is an equal opportunity employer.

In 2013, an average of 10,183 resident[1] and 1,601 mobile employees were working in the field, and 949 staff at headquarters.

ACHIEVING TRANSFORMATIVE OBJECTIVES

The Human Resources (HR) Department made major strides in achieving its transformative objectives, both within the People Management programme (PMP) and through process optimization initiatives. It put a great deal of effort into strengthening the HR service delivery model, with the validation in August of the roll-out of HR managers in delegations: a total of eight are to be appointed by the end of 2014. The HR leadership team delivered a vision and values statement, and appointed several new heads of unit to boost HR capabilities. New policies were either published or updated. However, staffing constraints remained: pressure to recruit and train people with the necessary managerial skills willing and able to deploy in difficult locations, timely responses to operational adjustments in contexts such as Afghanistan, Pakistan and the Syrian Arab Republic (hereafter Syria), and the continued focus on crisis management amid several security incidents. Significant changes within the department required additional investment, including complementary training, to help HR staff adapt as their roles changed.

PEOPLE MANAGEMENT PROGRAMME

The PMP, aimed at delivering the objectives outlined in the 2012 People Management strategy, gained traction in 2013. Progress was made on the programme's seven projects: efforts to map resident and mobile positions, including the identification of critical positions, and to draw up related policies institution-wide were completed; decisions were made on the principles for job grading and reward; work started to design the principles for the future performance management framework; the first module of the Humanitarian Leadership and Management School was successfully piloted; and further steps were taken fully to implement the HR service delivery model, particularly in relation to field HR managers. Close work between the PMP and the department resulted in other results reported below.

Major decisions will be made in early 2014 on future HR technology. The decision was made to move towards standardized, cloud-based solutions so as to enable the ICRC to adapt its processes and underpin its ability to give staff greater control over their career choices and managers more accountability for people management. Cloud-based solutions would also equip HR with long overdue tools to deliver efficient and consistent services.

CHANGE IS THE ONLY CONSTANT

The department defined the vision underpinning all HR activities, notably in order to facilitate change management: *We are a courageous team who holds the ICRC people at the heart of innovative and professional HR services and who is trusted to deliver these in a consistent, respectful and effective way.*

HR Operations Division

The division worked on providing strategic and operational HR support to managers at headquarters and in the field, in line with organizational and operational objectives.

The appointment of six additional HR regional partners meant that eight HR partners were working with the operational geographical regions. They helped the Operations Department identify, prioritize and build organizational capabilities in collaboration with other HR functions and ensured HR coherence with the regions' frameworks. The regional HR partners were instrumental in the success of rapid deployment and crisis management and played an active part in the implementation of PMP initiatives. For example, as a first step towards integrating mobile and resident staff management, two HR regional partners dealt with the needs arising in both mobile and resident cases, which involved drafting/updating job descriptions, monitoring the management of assignments and vacant positions in coordination with the HR Sourcing Division and providing initial support for HR field managers who will be deployed at the beginning of 2014.

For headquarters, two HR managers provided line management with guidance, including on recruitment and staffing, performance management, employee relations, training support and grievance management. The division provided expert support to delegation administrators in terms of salary surveys, legal compliance, staff insurance and administrative guidelines. It helped maintain a coherent vision and ensure application of and compliance with HR rules in the field, while optimizing procedures. The team in charge of the HR information system for resident staff successfully merged with its counterpart for Geneva-contracted staff, thereby forming a single, global unit.

HR Sourcing Division

The division appointed two new heads of unit: for recruitment and for international assignment planning. This ensured business continuity while allowing the division to become involved in new projects, notably international assignment planning and pool management.

Some 1,600 international moves were accomplished; indicators showed that 83% of (re)assignments met expectations in terms of timing and candidate profile. Middle managers, Arabic-speaking delegates and experienced delegates of African origin were in high demand; positions requiring these profiles remained difficult to staff. Both the international assignment planning project and the reward project aimed to address the institution's capacity to better staff key positions in operations like Afghanistan, Iraq, Mali and Syria, where planning constraints (e.g. nationality, gender, ethnic origin) abound.

In 2013, 294 mobile staff were hired on a Geneva-based contract and 119 recruited for headquarters. Women accounted for 47%

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1. Daily workers not included

of the new mobile recruits, while the most common nationalities were Swiss (15%), French (9%), Canadian (7%) and British (6%).

In line with the vision of a global HR function with a truly international reach, the recruitment vision, strategy and objectives were revised, after which recruitment processes continued to be reorganized: recruitment at headquarters improved with the completion of standardized hiring procedures for Geneva-contracted staff, and the transfer of tasks to the recruitment administration allowed recruiters to focus on their core objective. The HR marketing service, with its offices in Beirut (Lebanon), London (United Kingdom of Great Britain and Northern Ireland), Moscow (Russian Federation) and, soon to come online, New Delhi (India), strengthened its outreach activities to academic environments and beyond. The ICRC, an equal opportunity employer, attended over 100 recruitment events in 22 countries targeting graduates, young professionals and other potential employees.

HR Shared Services Division
The HR Shared Services Division consolidated the provision of routine, transactional administrative services, including salaries, social security, insurance and benefits, to Geneva-contracted staff; it also organized field missions, ensuring timely and cost-effective travel conditions. The team received over 23,000 employee (mobile and Geneva-based) queries and achieved a response rate of 94% in 2013.

The division continued to adapt/streamline administrative procedures, ensure consistency in the application of rules/guidelines, and update articles of the Collective Staff Agreement for Geneva-contracted staff when necessary. Its work included a paternity leave scheme for Geneva-contracted staff, new absence management regulations, and guidelines for hiring temporary staff and teleworking for headquarters staff.

As an efficiency measure, the management of expense reimbursement will be delocalized to the Manila Shared Services Centre effective January 2014.

Learning and Development Division
In 2013, the ICRC decided to liquidate the Avenir Foundation, which had provided Geneva-contracted staff with funding for training apart from that provided under the institutional training budget. The new approach adopted in its place ensures individual professional development opportunities for all staff, and is accompanied by policy and guidelines. The new Individual Development budget will make funding available for external training, coaching and career assessment/outplacement as of 2014.

Progress was made on designing an institutionally coherent, organization-wide learning and development structure aimed at aligning all training activities and giving a complete overview of all ICRC training initiatives, learning paths and the associated costs. Feedback provided by the first-ever global survey of both resident and mobile staff revealed that training availability and access was an issue of concern for staff at headquarters and in the field; the division therefore endeavoured to better understand and address those concerns.

The division played a key role in developing and successfully piloting the first module of the Humanitarian Leadership and Management School, with 49 middle and senior managers attending the pilot courses. An institution-wide roll-out with six courses is planned for 2014.

The Staff Integration programme, the basis for integrating new staff, took place in Geneva (Switzerland) and in the regional training units in Amman (Jordan), Bangkok (Thailand), Dakar (Senegal) and Nairobi (Kenya). Worldwide, 26 courses were attended by a total of 507 participants, including 320 resident staff. Moreover, 1,050 courses (7,468 participants, including 4,479 resident staff) were run to develop the skills and knowledge of ICRC staff at all levels. All training programmes were also open to National Society staff on loan to the ICRC.

An updated version of the ICRC's e-learning management system was successfully deployed, and a new quality process put in place to further strengthen the hybrid approach to learning at the ICRC.

GENDER AND DIVERSITY
Globally, the ICRC maintained a consolidated 31% female representation rate (2013 consolidated figures), with lower figures in regions like Africa and South Asia. From a managerial perspective, women accounted for 35% in professional and expert roles, 38% in middle and 28% in senior management. In line with its target to reach 40% female representation by 2016, the representation of women at all managerial positions remained stable, with the exception of a decrease in the percentage of women in headquarters senior management positions (42% to 36%). In the field, improvements were also slow to materialize for mobile (23%) and resident (25%) senior management positions. Concern to find the right balance between work and private life remained one of the main reasons for this trend.

Several initiatives aimed at raising awareness of unconscious biases, developing an internal mentoring system, introducing teleworking at headquarters, and promoting gender-neutral language and communication in HR documents.

Conscious management of diversity continued to be crucial for enhancing the organization's effectiveness, acceptance and access to beneficiaries and key contacts. As a start, the notion of diversity was anchored in the Humanitarian Leadership and Management School with the participation of colleagues from all levels and from various delegations, and by promoting an inclusive and collaborative approach.

INFORMATION SYSTEMS AND PERFORMANCE INDICATORS
A prerequisite for improved HR service delivery remained the ability to provide services and information to staff and managers through better use of appropriate technology. Choices were made for the future HR information system, and a process to select a system supplier began at year-end. In 2014, significant work will be done to introduce the new system's first functionalities – most likely technology-enabled performance management – while preparations for the transfer of core HR data to the new system will begin in 2015.

In 2013, mobile staff began updating their personal data and managing their absences directly, using the employee self-service function deployed to the field.

Regular statistics and key performance indicators were refined, while ongoing monitoring of international assignment planning started to enable true qualitative analysis of the ICRC's ability to staff mobile functions successfully.

STAFF HEALTH

The Staff Health Unit was closely involved in the management of a number of serious security incidents and four separate hostage crises, implementing stress prevention and management measures to support colleagues in the field and at headquarters.

An increased focus on preventive measures and awareness-raising among field staff with physical or mental health disorders led to an initial reduction in medical evacuations and overall sick leave. Recommendations were issued for the management of residents' complex health problems, and a vaccination programme was initiated at local level, with over 4,000 residents and their families being vaccinated.

Addressing one of several new challenges, the unit issued prevention and treatment guidelines for ICRC employees potentially exposed to chemical weapons in Syria. Thanks to the continued expansion of the HIV workplace programme, over 60% of residents in 31 countries checked their HIV status in 2013. The programme aimed to protect the employees from stigma/discrimination and to reduce new HIV infections and HIV-related deaths to zero. An initial step was taken towards a single workforce health unit with the training of elected resident health focal points in critical incident stress management and employee support.

CAREER TRANSITION

Following the liquidation of the Avenir Foundation, the Career Advisory Service merged with the Learning and Development Division in order to provide support for the implementation of the new Individual Development budget (see above).

FINANCIAL RESOURCES AND LOGISTICS

The Department of Financial Resources and Logistics provides support for field operations in terms of finance, administration and logistics. It also raises and manages funds for the ICRC as a whole. It works closely with the Department of Operations while maintaining close contact with donors to keep them abreast of ICRC operations and financial requirements. The Department conducts regular reviews to ensure that its support to the field is in line with operational needs, and verifies compliance by ICRC headquarters and delegations with institutional procedures. Furthermore, it ensures that the ICRC's working methods integrate the principles of sustainable development.

The Department of Financial Resources and Logistics pursued efforts to ensure that field and headquarters receive adequate funding and appropriate support in terms of logistics, finance and administration and to further optimize effectiveness and efficiency.

While 2013 saw financial and commodity markets regain some stability when compared with previous years, sovereign debt levels remained high, making it difficult for many donors to clearly forecast future levels of funding. A number of governments struggled to maintain their level of contributions; Spain, in particular, was unable to maintain its membership in the Donor Support Group (DSG)[1]. Nevertheless, donors provided a higher level of support to the ICRC in 2013 than in the previous year, with the response to the Syrian armed conflict attracting a high level of funding, including a substantial contribution from Kuwait, which entered the DSG. Private sector fundraising capacities continued to grow in 2013, yet progress on donor diversification remained slow.

Treasury management, a priority for the ICRC, focused on a review of the management of counterparty risk. Implementation of the long-term investment policy included part of the organization's reserves invested in equity and bond portfolios.

Evolving institutional and operational priorities had a large impact on the department's activities, most notably the response to the Syrian crisis, the ramping up of a revised health strategy (see *Operations*) and a study on corporate services (see *Office of the Director-General*). Progress continued to be made on the new global supply chain solution, although the Operational Supply Chain Agile and Reliable (OSCAR) project suffered delays, with the first deployment now planned for the first semester of 2014.

The sustainable development project continued to advance, with the release of the first annual report on sustainable development within the ICRC and the expansion of the number of pilot delegations from four to eleven.

FINANCE AND ADMINISTRATION
FINANCIAL MANAGEMENT

The purpose of financial management is to provide the ICRC with trustworthy and cost-effective data, enabling it to make sound decisions and to provide donors and partners with reliable information.

In 2013, the Finance and Administration Division:
- provided the Directorate with regular financial forecasts to steer the institution towards a financially balanced year-end result
- helped improve the ICRC's efficiency and overall performance by supporting a Directorate-led initiative that included internal organizational and process reviews; with the Directorate, developed insight into different administrative approaches aimed at more efficient processes that maintain consistency and accountability
- helped mitigate risks linked to currency exchange volatility by finalizing the implementation of the treasury policy, while continuing to develop and implement a long-term investment policy to secure future ICRC commitments towards its staff and to minimize the impact of a treasury shortfall on operations
- initiated a review of the Internal Control System (ICS) to define, beyond the Swiss Code of Obligations, an adequate level of internal control that will ensure relevant and pragmatic compliance, while not encumbering the institution with added bureaucracy; to this end, the external auditors based their audits on tests of control, rather than substantive tests
- pursued the systematic implementation of the framework and guidelines to prevent fraud and corruption
- continued to review the ICRC's adherence to the International Financial Reporting Standards (IFRS)

For the past 13 years, the ICRC has disclosed its financial statements in compliance with the IFRS. It has exercised due diligence in providing donors with complete and transparent financial information. Recent developments in the IFRS with regard to employee benefits (IAS 19) and forthcoming standards on the presentation of Financial Statements (IAS 1) and Leasing (IAS 17) nevertheless make it less relevant for a not-for-profit entity to produce financial statements under these standards. The ICRC will continue to monitor changes in the IFRS, while considering other options, such as the International Public Sector Accounting Standards or the Swiss "Not for profit" financial standard (RPC 21). At year-end, neither option was considered sufficiently straightforward or satisfactory.

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1. The DSG is made up of governments contributing more than CHF 10 million in cash annually.

INFRASTRUCTURE MANAGEMENT

The purpose of infrastructure management is to make sure the ICRC has the requisite office space and to ensure the long-term maintenance and physical security of the entire infrastructure at a reasonable cost.

The Humanitarium, a facility opened in September 2013 for visitors and conferences, will be used to facilitate dialogue, understanding and cooperation between stakeholders, with a view to developing responses to humanitarian issues. A cafeteria was opened in December.

The ICRC's Ecogia Training Centre, located in Versoix (on the outskirts of Geneva, Switzerland), hosted some 12,000 guests and 220 events, including 40 for external groups. The Centre continued to undergo upgrades (e.g. audiovisual equipment, wireless Internet access, hotel management software) in order to ensure quality services for its customers. Guests enjoyed a choice of products produced locally in line with the traceable and sustainable standards established by the Genève Région-Terre Avenir (GRTA), a label created by the State of Geneva and awarded to Ecogia's restaurant in September.

FUNDING

Since the adoption of the ICRC Funding Strategy 2012–2020, funding has been coordinated by and channelled through the External Resources and the recently created Private Sector Fundraising Divisions, which raise the funds the organization needs to carry out its humanitarian activities while upholding its independence. Delegations contribute to donor relationship management, mainly by sharing information with donors. To meet its objectives, the ICRC seeks the widest possible range of predictable, sustained and flexible sources of financial support. It guarantees that donor requirements are given due consideration and that contributions are managed in a coordinated way.

BUDGETS

The ICRC's initial 2013 budget, launched in November 2012, totalled CHF 1.18 billion. This was CHF 25.2 million higher than the previous year's initial budget. The largest increase was in the Emergency Appeals for field operations, which amounted to CHF 988.7 million, as opposed to CHF 969.5 million in 2012. The Headquarters Appeal, for its part, increased from CHF 180.8 million in 2012 to CHF 186.8 million in 2013.

During the year, donors received information about eight budget extensions (compared with three in 2012) launched in response to unforeseen events and substantial humanitarian needs. These were brought about by the resurgence/intensification of hostilities or by natural disasters in the Democratic Republic of the Congo (hereafter DRC), Myanmar, Mali and Niger (covered by the Niamey regional delegation) and the Philippines (on two occasions), as well as joint budget extensions for Jordan, Lebanon and the Syrian Arab Republic (hereafter Syria), owing to the armed conflict in Syria and its consequences in neighbouring countries. The increase in budget for the Philippines to help victims of Typhoon *Haiyan* was followed by a preliminary appeal. The largest budget extensions amounted to CHF 62.3 million and were aimed at helping people affected by the conflict in Syria.

EXPENDITURE

Overall expenditure
CHF 1,234.0 million (including overheads)

Headquarters
CHF 189.0 million

Field operations
CHF 1,045.1 million

The implementation rate (field expenditure in cash, kind and services divided by final field budget and multiplied by 100) for activities planned in 2013 was 90.7% of the overall final Emergency Appeals budget (2012: 93.5%; 2011: 77.9%).

CONTRIBUTIONS

Total contributions received in 2013: CHF 1,219 million

Funding sources and patterns were similar to previous years. In 2013, the proportion of support from governments was 84.5% (2012: 82.8%; 2011: 83.2%), while that from National Societies fell to 3.3% (2012: 4.3%; 2011: 4.7%). Contributions received from various other public and private sources increased to 4.8% (2012: 3.7%; 2011: 2.9%).

The United States of America (hereafter United States) remained the ICRC's largest donor, accounting for 21.3% (CHF 260.1 million) of all contributions received and 22.3% (CHF 239.5 million) of funding for field operations. The United Kingdom of Great Britain and Northern Ireland (hereafter United Kingdom) ranked second, accounting for 13.4% (CHF 163.2 million) of all contributions received and 15.0% (CHF 161.8 million) of funding for field operations. Switzerland was the third largest donor with a total contribution of CHF 119.8 million, accounting for 9.8% of all contributions and 4.6% of funding for field operations. The European Commission dropped to fourth position with a total contribution of CHF 88.2 million, which accounted for 7.2% of all contributions and 8.1% of funding for field operations.

The ICRC's operational flexibility was preserved as a number of governments continued either not to earmark their contributions or to do so in a relatively broad fashion, mostly by geographical region (see *Flexibility in funding*).

The DSG comprised 18 members in 2013 (based on 2012 contributions). Denmark hosted the DSG annual meeting, which along with the DSG policy forum, allowed members to share views and discuss topics relevant to humanitarian action.

The table below shows the contributions of DSG members in 2013. On this basis, the DSG will have 18 members in 2014.

(in CHF million)

NAME OF DONOR (DSG member)	CASH – HEADQUARTERS	CASH – FIELD	TOTAL CASH	TOTAL KIND	TOTAL SERVICES	TOTAL ASSETS	GRAND TOTAL
Australia	3.2	41.9	45.1				45.1
Belgium	0.9	19.1	20.0				20.0
Canada	2.6	34.0	36.6				36.6
Denmark	3.3	19.9	23.2				23.2
European Commission	0.6	87.6	88.2				88.2
Finland	1.2	10.7	11.9	1.2			13.0
France	1.2	16.1	17.3				17.3
Germany	1.7	46.9	48.7				48.7
Ireland	0.2	11.1	11.2				11.2
Japan	0.5	50.1	50.6				50.6
Kuwait		24.0	24.0				24.0
Luxembourg	1.0	9.0	10.0				10.0
Netherlands	5.0	26.0	31.0				31.0
Norway	5.1	58.9	63.9				63.9
Sweden	6.5	63.4	69.8				69.8
Switzerland	70.4	49.4	119.8				119.8
United Kingdom	1.5	161.8	163.2				163.2
United States	20.6	239.5	260.1				260.1

Note: Figures in this table are rounded off and may vary slightly from the amounts presented in other documents and may result in differences in rounding-off addition results.

CONTRIBUTIONS IN RESPONSE TO THE HEADQUARTERS APPEAL

Contributions for the headquarters budget totalled CHF 143.4 million: CHF 132.1 million from 71 governments, CHF 0.6 million from the European Commission, CHF 4.8 million from 59 National Societies and CHF 5.8 million from several other private and public sources.

CONTRIBUTIONS IN RESPONSE TO THE EMERGENCY APPEALS

Cash component

CHF 1,061.9 million (2012: 858.9 million; 2011: 999.1 million))

In-kind component

CHF 7.8 million (2012: 5.6 million; 2011: 1.9 million)

Services

CHF 5.8 million (2012: 5.5 million; 2011: 8.5 million)

Assets

CHF 0.1 million (2012: 0.0 million; 2011: 0.0 million)

In total, CHF 897.4 million were provided for ICRC field operations by 38 governments, CHF 87.6 million by the European Commission, CHF 35.2 million by 29 National Societies, CHF 2.4 million by several international organizations, and CHF 53.0 million by public and private sources. These included many thousands of private individuals, foundations and companies, the canton of Geneva, Mine-Ex Rotary Liechtenstein and Switzerland, the Union of European Football Associations (UEFA), and selected members of the ICRC Corporate Support Group (CSG)[2].

FLEXIBILITY IN FUNDING

The ICRC continued to experience pressure from donors for tighter earmarking and ad hoc reporting. Decentralized donor representatives in the field frequently asked delegations for operational information, field trips and special reporting.

To meet needs effectively, flexibility in the use of funds remains essential, particularly in relation to earmarking and reporting. Earmarked contributions are often accompanied by rigorous project implementation timetables and stringently specific reporting conditions. Experience has shown a direct correlation between flexible funding policies and the ICRC's ability to maintain its independence and rapid response capacity.

2013 NON-EARMARKED cash contributions
CHF 338.1 million / 28.1% (29.4% in 2012; 30.1% in 2011)

2013 TIGHTLY EARMARKED cash contributions
CHF 154.5 million / 12.9% (17.2% in 2012; 19.9% in 2011)

At 28.1% in 2013, the proportion of non-earmarked cash contributions ("core funding") was lower than in 2012 (29.4%; in 2011: 30.1%). Apart from some private donations, most non-earmarked funds came from governments (most notably from Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Luxembourg, the Netherlands, New Zealand, Norway, Sweden, Switzerland, the United Kingdom and the United States), the Norwegian Red Cross and the canton of Geneva.

Cash contributions loosely earmarked for a given region, country or programme represented 59.0% (CHF 709.5 million) of the total contributions and have substantially increased since 2011 (2012: CHF 531.4 million, 53.4%; 2011: CHF 569.3 million, 50%).

PREDICTABILITY IN FUNDING

The ICRC's funding system does not rely on set (statutory) contributions. Moreover, its programmes are implemented according to needs and are not contingent on the level of contributions pledged or received. The organization relies on donors to provide the funding it needs to achieve its objectives through the programmes it plans to implement in a given year.

To minimize financial risks, the ICRC seeks to be realistic in terms of its objectives/budgets and to secure a degree of funding predictability. Commitments from donor countries spanning several years are therefore useful and have been made by Australia, Belgium, Luxembourg, Switzerland and the United Kingdom.

Despite planning constraints and national budget and financial regulations that make it difficult for donors to commit funding over the medium term, the ICRC will continue, whenever deemed relevant, to seek longer-term funding commitments. Clear indications from donors early in the year regarding the annual level of funding and the timing of their transfers would facilitate financial planning and reduce risk.

DIVERSITY IN FUNDING SOURCES

Despite ongoing efforts and discussions with DSG members, progress towards enlarging the range of the ICRC's main financial contributors remained slow. In view of its universal mandate and worldwide activities, the ICRC sought broader support in Asia, Latin America, Central Europe and the Middle East. Although Kuwait entered the DSG, thanks to a significant increase in its contribution to the field budget, the ICRC remained reliant on a small number of key donors for the bulk of its funding.

Overall ICRC funding
CHF 1,219.0 million

79 governments and the European Commission
CHF 1,117.8 million / 91.7% (2012: 91.7%; 2011: 92.4%)

Top 10 governments including the European Commission
CHF 946.1 million / 77.6% (2012: 76.9%; 2011: 79.6%)

Top 5 governments including the European Commission
CHF 701.2 million / 57.5% (2012: 54.7%; 2011: 60.3%)

The fall in the number of National Societies providing contributions was of concern – 66 in 2013 compared with 70 in 2012 and 72 in 2011.

The ICRC sought to raise funds from donor countries' unused budget lines, to implement joint fundraising activities with National Societies and to increase the funding received from private sources.

PRIVATE SECTOR FUNDRAISING

Private sector fundraising, now in its second year of increased investment, continued to grow in terms of income and scale of operation. It included legacies and donations from private individuals, foundations, companies and associations. More specialists were recruited during the year, reinforcing the team responsible for private sector fundraising both in Geneva and from some delegations. Despite the continued challenging economic environment, income from private sources increased significantly, from CHF 29.7 million to CHF 51.3 million, during the year. Much of this increase was attributable to legacies and major individual donations. A legacy promotion campaign continued and new strategies for major donor and corporate fundraising were developed. "The Friends of the ICRC" scheme for individuals was launched and work began on improving digital fundraising capability.

The ICRC maintained contact and continued partnerships with the CSG, which was established in 2005, and some of its members, particularly ABB Asea Brown Boveri Ltd, AVINA STIFTUNG, Crédit Suisse Group, Holcim Ltd, F. Hoffmann La Roche Ltd, Fondation Hans Wilsdorf, Lombard Odier Darier Hentsch & Cie,

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Swiss Reinsurance Company, Vontobel Group and Zurich Insurance Group. Novartis International AG joined the group during the year. These partnerships provided opportunities to exchange knowledge and expertise, with the aim of enhancing the ICRC's capacity to help victims of armed conflict. A series of professional workshops covered information technology, logistics and human resources and allowed for the sharing of experiences, while a plenary leadership meeting in Geneva marked the 150th anniversary of the ICRC.

Work began on developing better coordinated approaches to private donors in partnership with selected National Societies. The initial focus was on approaches to companies and foundations. This work was slated to continue in 2014 as private donors seek a coordinated and global approach from the organizations they support.

REPORTING TO DONORS

The 2013 Emergency and Headquarters Appeals, the Special Appeals for the Health Care in Danger project and Mine Action, the seven budget extension appeals and one preliminary appeal informed donors of the ICRC's objectives, plans of action and indicators.

The Midterm Report described all field operations from January to May. The context-specific reports contained in the present Annual Report cover the entire year and discuss activities carried out for each target population, which, for the most part, were foreseen in the 2013 Emergency Appeals. The reporting is result-based and includes standard figures and indicators for ICRC activities. A Supplement to the 2012 Annual Report, the 2012 Special Reports on the Health Care in Danger project and Mine Action and 62 updates on a wide range of operations and topics, including reviews of specific programmes or objectives and policy matters, kept donors abreast of the main developments in ICRC operations and related humanitarian issues and priorities.

From March to November, the ICRC provided monthly financial updates. In September, it issued its Renewed Emergency Appeal, which presented the overall funding situation at that time for field operations. In addition to yearly "mobilization tables" that were related to the Emergency Appeals and enabled donors to make in-kind or cash-for-kind contributions, the ICRC published eight such tables related to the budget extensions and the preliminary appeal.

The ICRC Donor Site, a password-protected extranet site on which all documents issued by the ICRC's External Resources Division are posted, continued to give donors immediate access to reports and other funding-related documents, including weekly updates on operational and thematic issues as published on the ICRC website.

LOGISTICS
A GLOBAL NETWORK

The Logistics Division supplies and delivers goods, transports passengers and ensures accountability with regard to the procurement process and the movements of products. Some 2,500 employees – e.g. drivers, strategic purchasers, warehouse attendants and air operation managers – perform more than 50 different functions. Management of the worldwide supply chain is centralized at the logistics centre in Satigny (on the outskirts of Geneva).

Specifically, the division provided direct support to field operations through a centrally consolidated supply chain for particular products (such as pharmaceuticals and rapid deployment kits), coordinated the ICRC's regional logistics hubs in Abidjan (Côte d'Ivoire), Amman (Jordan), Nairobi (Kenya) and Peshawar (Pakistan), monitored emergency stock and evaluated product supply patterns, taking account of geopolitical constraints, the final destination of goods and new sourcing opportunities. The logistics centre carried out long-term activities, such as enhancing logistics processes and software, defining procurement policies, developing or updating product specifications, and producing training materials and delivering courses, including on process optimization.

In 2013, logistics activities focused on:

▸ providing relief, engineering and medical supplies through the logistic centre and the regional logistics hubs, mainly for ICRC major operations (see *Operational highlights*); this comprised 7,500 orders for more than 12,000 different items from 3,200 suppliers, weighing a total of 110,000 tonnes and delivered to 86 countries

▸ designing innovative operational concepts to supply remote areas grappling with the combined effects of armed conflict and natural disaster

▸ introducing a project to improve road safety in partnership with the Finnish Red Cross; in 2013, the ICRC fleet had 2,745 vehicles that travelled 33,954,300 kilometres

▸ improving security management for air operations; reinforcing cooperation with WFP with regard to air operator auditing and surveillance

▸ continuing and enhancing partnerships with other international organizations in 5 countries for cost-sharing and use of ICRC aircraft; 15 ICRC-operated aircraft flew 10,000 hours, transporting 50,000 passengers and 1,800 tonnes of cargo, with additional ad hoc charters for emergency relief cargo and personnel

▸ continuing to improve supply chain processes by developing the future enterprise resource planning (ERP), as part of the OSCAR project, and enhancing processes (for example, improving service levels for goods handling, enforcing standard operating procedures for product reception and handling, and ensuring adequate conditions of storage for sensitive items)

▸ developing business intelligence tools to consolidate worldwide transactional information to facilitate fact-based decision-making and provide site managers with performance dashboards

▸ conducting on-site audits of manufacturers to promote adherence to good manufacturing practices and ethical standards; initiating product life-cycle studies to define and secure quality standards for goods and materials

▸ reducing procurement costs; improving control of headquarters spending/purchasing through a consolidated sourcing approach; enhancing documentation and control mechanisms related to purchasing; exploring how the ICRC can draw on the CSG members' supply chain expertise and resources

CROSS-CUTTING PROJECTS AND MANAGEMENT PROCESSES

Following the formal launch of OSCAR[3] in September 2012, the project encountered implementation delays owing to unforeseen changes in consultants. Preparations were made for its first release, set to include the configuration and deployment of the ERP "JD Edwards" at headquarters in Geneva, the Nairobi regional logistics hub, the Nairobi delegation, the Manila Shared Services Centre and one other operational delegation in 2014.

Cross-cutting working groups chaired by the department worked to optimize reporting and decision-making management processes. Specifically:

▸ the interdepartmental skills group on business intelligence compiled the needs and concerns expressed by departments and proposed recommendations for a business intelligence roadmap that was adopted by the Directorate as a new programme chaired by the Office of the Director-General (see *Office of the Director-General*)

▸ the working group on standardization of institutional data-management procedures contributed to the Reliable And Direct Access to Reference data (RADAR) project, which issued a first release of a standard master data management (MDM) system aimed at strengthening centralized management of reference data

Since its launch in 2012, the sustainable development project has been expanded to 11 participating delegations. In 2013, Abidjan, Amman, Beijing (China), Harare (Zimbabwe), Juba (South Sudan), Mexico City (Mexico) and Monrovia (Liberia) joined the four original pilot delegations that have been part of the project since 2012 – Bogotá (Colombia), Nairobi, New Delhi (India) and Paris (France). The project supported delegations' efforts to monitor and improve their use of natural resources and waste production and management.

Marking the beginning of an external reporting mechanism on sustainable development within the ICRC, the first Annual Report for Sustainable Development was published in June of 2013. The report presented an overview of the different projects and initiatives that have been put in place throughout the organization. Notably, six indicators were developed to monitor aspects of environmental and social performance in four delegations.

An electronic platform for sustainable development was also made available to all ICRC staff in 2013. The platform documents the integration of sustainable development into the ICRC's activities, allowing best practices and initiatives to be shared within and across delegations.

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3. The project aims to develop a consistent global supply chain that provides material and financial visibility on material management, is able to meet operational challenges and can be progressively deployed across the ICRC.