

**EXTRACT**

# ANNUAL REPORT

## 2013



**ICRC**

This report is primarily an account of the ICRC's work in the field and its activities to promote international humanitarian law. Mention is made of some of the negotiations entered into with a view to bringing protection and assistance to the victims of international and non-international armed conflicts and other situations of violence. Other negotiations are not mentioned, since the ICRC feels that any publicity would not be in the interests of the victims. Thus, this report cannot be regarded as covering all the institution's efforts worldwide to come to the aid of the victims of conflict.

Moreover, the length of the text devoted to a given country or situation is not necessarily proportional to the magnitude of the problems observed and tackled by the institution. Indeed, there are cases which are a source of grave humanitarian concern but on which the ICRC is not in a position to report because it has been denied permission to take action. By the same token, the description of operations in which the ICRC has great freedom of action takes up considerable space, regardless of the scale of the problems involved.

The maps in this report are for illustrative purposes only and do not express an opinion on the part of the ICRC.

All figures in this report are in Swiss francs (CHF). In 2013, the average exchange rate was CHF 0.9261 to USD 1, and CHF 1.2274 to EUR 1.



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**ICRC**

# CONTENTS

Abbreviations and definitions	3
Message from the president	6

## HEADQUARTERS 8

ICRC governing and controlling bodies	9
Directorate	10
Office of the director-general	12
Operations	14
International law and cooperation	19
Communication and information management	25
Human resources	30
Financial resources and logistics	33

## OPERATIONS 39

The ICRC around the world	40
Operational highlights	42
ICRC operations in 2013: a few facts, figures and results	45

## AFRICA 50

Introduction	52
<b>Delegations</b>	
Algeria	55
Burundi	56
Central African Republic	57
Chad	58
Congo, Democratic Republic of the	59
Eritrea	60
Ethiopia	61
African Union	62
Guinea	63
Liberia	64
Libya	65
Mali	66
Mauritania	67
Nigeria	68
Rwanda	69
Somalia	70
South Sudan	71
Sudan	72
Uganda	73
<b>Regional delegations</b>	
Abidjan	74
Antananarivo	75
Dakar	76
Harare	77
Nairobi	78
Niamey	79
Pretoria	80
Tunis	81
Yaoundé	82

## ASIA AND THE PACIFIC 84

Introduction	86
<b>Delegations</b>	
Afghanistan	89
Bangladesh	90
Myanmar	91
Nepal	92
Pakistan	93
Philippines	94
Sri Lanka	95
<b>Regional delegations</b>	
Bangkok	96
Beijing	97
Jakarta	98
Kuala Lumpur	99
New Delhi	100
Suva	101

## EUROPE AND THE AMERICAS 102

Introduction	104
<b>Delegations</b>	
Armenia	107
Azerbaijan	108
Georgia	109
Kyrgyzstan	110
<b>Regional delegations</b>	
Europe	111
Moscow	112
Tashkent	113
Western Balkans	114
Brussels	115
London	116
Paris	117
<b>Delegations</b>	
Colombia	118
Haiti	119
<b>Regional delegations</b>	
Brasilia	120
Caracas	121
Lima	122
Mexico City	123
Washington	124
New York	125

## MIDDLE EAST 126

Introduction	128
<b>Delegations</b>	
Egypt	131
Iran, Islamic Republic of	132
Iraq	133
Israel and the Occupied Territories	134
Jordan	135
Lebanon	136
Syrian Arab Republic	137
Yemen	138
<b>Regional delegation</b>	
Kuwait	139

## FINANCE AND ADMINISTRATION 140

<b>The financial year 2013</b>	141
<b>Consolidated financial statements of the ICRC 2013</b>	142
Consolidated Statement of Financial Position	143
Consolidated Statement of Comprehensive Income	144
Consolidated Statement of Cash Flows	145
Consolidated Statement of Changes in Reserves	146
Notes to the Consolidated Financial Statements	147
Ernst & Young letter	176

# ABBREVIATIONS AND DEFINITIONS

A	<b>Additional Protocol I</b>	Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Protection of Victims of International Armed Conflicts (Protocol I), 8 June 1977
	<b>Additional Protocol II</b>	Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Protection of Victims of Non-International Armed Conflicts (Protocol II), 8 June 1977
	<b>Additional Protocol III</b>	Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Adoption of an Additional Distinctive Emblem (Protocol III), 8 December 2005
	<b>1977 Additional Protocols</b>	Additional Protocols I and II
	<b>African Union Convention on IDPs</b>	Convention for the Prevention of Internal Displacement and the Protection of and Assistance to Internally Displaced Persons in Africa, 23 October 2009
	<b>AIDS</b>	acquired immune deficiency syndrome
	<b>Anti-Personnel Mine Ban Convention</b>	Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on their Destruction, 18 September 1997
	<b>Armed conflict(s)</b>	international and/or non-international armed conflict(s), as governed <i>inter alia</i> by the Geneva Conventions of 12 August 1949 and their two Additional Protocols of 1977 and by customary international law
	<b>Arms Trade Treaty</b>	Arms Trade Treaty, 2 April 2013
B	<b>Biological Weapons Convention</b>	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction, 10 April 1972
C	<b>CHF</b>	Swiss francs
	<b>Chemical Weapons Convention</b>	Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction, 13 January 1993
	<b>Convention on Certain Conventional Weapons</b>	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to be Excessively Injurious or to Have Indiscriminate Effects, 10 October 1980
	<b>Convention on Enforced Disappearance</b>	International Convention for the Protection of All Persons from Enforced Disappearance, 20 December 2006
F	<b>Fundamental Principles</b>	Fundamental Principles of the International Red Cross and Red Crescent Movement: humanity, impartiality, neutrality, independence, voluntary service, unity, universality
G	<b>1949 Geneva Conventions</b>	Convention (I) for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field, 12 August 1949
		Convention (II) for the Amelioration of the Condition of Wounded, Sick and Shipwrecked Members of Armed Forces at Sea, 12 August 1949
		Convention (III) relative to the Treatment of Prisoners of War, 12 August 1949
		Convention (IV) relative to the Protection of Civilian Persons in Time of War, 12 August 1949
H	<b>Hague Convention on Cultural Property</b>	Convention for the Protection of Cultural Property in the Event of Armed Conflict, 14 May 1954
	<b>Health Care in Danger project</b>	“Health Care in Danger (Respecting and Protecting Health Care in Armed Conflict and Other Emergencies)” is an ICRC project that aims to ensure that the wounded and sick in armed conflict and other emergencies are protected and have better access to health care through the concerted efforts of the ICRC, National Societies, governments, weapon bearers and health care personnel across the world. The project is supported by a global communication campaign, “Life and Death”.
	<b>HIV</b>	human immunodeficiency virus
I	<b>ICRC</b>	International Committee of the Red Cross, founded in 1863
	<b>IDPs</b>	internally displaced people
	<b>International Conference</b>	International Conference of the Red Cross and Red Crescent, which normally takes place once every four years.

I	<b>International Federation</b>	The International Federation of Red Cross and Red Crescent Societies, founded in 1919, works on the basis of the Fundamental Principles, carrying out relief operations in aid of the victims of natural disasters, health emergencies, and poverty brought about by socio-economic crises, and refugees; it combines this with development work to strengthen the capacities of its member National Societies.
	IHL	international humanitarian law
	IOM	International Organization for Migration
K	KCHF	thousand Swiss francs
M	<b>Montreux document on private military and security companies</b>	The Montreux document on pertinent international legal obligations and good practices for States related to operations of private military and security companies during armed conflict
	<b>Movement</b>	The International Red Cross and Red Crescent Movement comprises the ICRC, the International Federation and the National Red Cross and Red Crescent Societies. These are all independent bodies. Each has its own status and exercises no authority over the others.
N	<b>National Society</b>	The National Red Cross or Red Crescent Societies embody the Movement's work and Fundamental Principles in about 180 countries. They act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a range of services, including disaster relief and health and social programmes. In times of conflict, National Societies assist the affected civilian population and, where appropriate, support the army medical services.
	NATO	North Atlantic Treaty Organization
	NGO	non-governmental organization
	<i>Non-refoulement</i>	<i>Non-refoulement</i> is the principle of international law that prohibits a State from transferring a person within its control to another State if there are substantial grounds to believe that this person faces a risk of certain fundamental rights violations, notably torture and other forms of ill-treatment, persecution or arbitrary deprivation of life. This principle is found, with variations in scope, in IHL, international human rights law and international refugee law, as well as in regional instruments and in a number of extradition treaties. The exact scope of who is covered by the principle of <i>non-refoulement</i> and which violations must be taken into account depends on the applicable legal framework that will determine which specific norms apply in a given context.
O	OCHA	United Nations Office for the Coordination of Humanitarian Affairs
	OHCHR	Office of the United Nations High Commissioner for Human Rights
	<b>Optional Protocol to the Convention on the Rights of the Child</b>	Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, 25 May 2000
	<b>Other situations of violence</b>	Situations of collective violence below the threshold of an armed conflict but generating significant humanitarian consequences, in particular internal disturbances (internal strife) and tensions. The collective nature of the violence excludes self-directed or interpersonal violence. In such situations of collective violence, the ICRC may take any humanitarian initiative falling within its mandate as a specifically neutral, impartial and independent organization, in conformity with the Statutes of the Movement, article 5(2)(d) and 5(3).
P	POWs	prisoners of war
R	<b>Restoring Family Links Strategy for the Movement</b>	In November 2007, the Movement's Council of Delegates adopted the Restoring Family Links Strategy for the Movement. The strategy, which covers a ten-year period, aims to strengthen the Movement's family-links network by enhancing the capacity of its components to respond to the needs of those without news of family members owing to armed conflict, other situations of violence, natural disasters or other circumstances, such as migration.
	RCMs	Red Cross messages
	<b>Remotely piloted aircraft</b>	Any aerial vehicle, including those from which weapons can be launched or deployed, operated by one or more human operators who are not physically located on board
	<b>Restoring Family Links Strategy for the Movement</b>	In November 2007, the Movement's Council of Delegates adopted the Restoring Family Links Strategy for the Movement. The strategy, which covers a ten-year period, aims to strengthen the Movement's family-links network by enhancing the capacity of its components to respond to the needs of those without news of family members owing to armed conflict, other situations of violence, natural disasters or other circumstances, such as migration
	<b>Rome Statute</b>	Rome Statute of the International Criminal Court, 17 July 1998

	<b>Safer Access Framework</b>	A set of measures and tools, grounded in the Fundamental Principles, that National Societies can use to prepare for and respond to context-specific challenges and priorities; such measures put a premium on mitigating the risks they face in sensitive and insecure contexts and on increasing their acceptance and access to people and communities with humanitarian needs.
	<b>San Remo</b>	The International Institute of Humanitarian Law, in San Remo, Italy, is a non-governmental organization set up in 1970 to spread knowledge and promote the development of IHL. It specializes in organizing courses on IHL for military personnel from around the world.
	<b>Seville Agreement and its Supplementary Measures</b>	The 1997 Seville Agreement and its 2005 Supplementary Measures provide a framework for effective cooperation and partnership between the members of the International Red Cross and Red Crescent Movement.
	<b>“Strengthening IHL” process</b>	This process implements Resolution 1 of the 31st International Conference, at which the ICRC was tasked, in cooperation with States, with pursuing further research/consultation and proposing recommendations with a view to (i) ensuring that IHL remains practical and relevant in providing legal protection to all people deprived of their freedom in relation to armed conflict and (ii) enhancing and ensuring the effectiveness of IHL compliance mechanisms. It will present the results to the next International Conference in 2015.
	<b>Study on customary international humanitarian law</b>	A 5,000-page text that is the outcome of eight years of research by ICRC legal staff and other experts who reviewed State practice in 47 countries and consulted international sources such as the United Nations and international tribunals.
<b>T</b>	<b>TB</b>	tuberculosis
<b>U</b>	<b>UN</b>	United Nations
	<b>UNDP</b>	United Nations Development Programme
	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
	<b>UNHCR</b>	Office of the United Nations High Commissioner for Refugees
	<b>UNICEF</b>	United Nations Children’s Fund
<b>W</b>	<b>WFP</b>	World Food Programme
	<b>WHO</b>	World Health Organization
<b>Other</b>	<b>“150 years of humanitarian action”</b>	Initiative to mark the 150 years of the ICRC and the concept of National Societies in 2013 and the 150 years of the first Geneva Convention and the 100 years of the International Prisoners-of-War Agency (linked to the centenary of the start of the First World War, and now called the Central Tracing Agency) in 2014.

# MESSAGE FROM THE PRESIDENT



Thierry Gassmann / ICRC

As the ICRC marked its 150th anniversary in 2013, the ideals on which it was created – upholding human dignity in armed conflicts and other situations of violence, through principled humanitarian action rooted in IHL – were severely tested in various parts of the world. Throughout the year, the situation in many of the diverse contexts in which the ICRC worked starkly illustrated the complexity of the humanitarian landscape – the often disastrous human cost of violence, compounded by natural disasters and underlying socio-economic crises, and the difficulties faced by humanitarian organizations in addressing the multiple needs of the people affected. Confronted by these challenges, the ICRC focused its efforts on expanding access to populations in need and on finding new ways and means to overcome constraints to neutral, impartial and independent humanitarian action.

The ICRC's largest operation in terms of budget size was in the Syrian Arab Republic (hereafter Syria). As the armed conflict there continued unabated, with far-reaching regional repercussions, the resulting humanitarian crisis became yet more entrenched, and gaining access to people in need and ensuring the security of humanitarian workers became all the more problematic. This conflict has not only illustrated the importance of principled humanitarian action; it has also underlined the need for innovation in surmounting some of the most difficult obstacles.

In the Philippines, the sheer extent of the destruction wrought by Typhoon Haiyan – coming on top of earlier disasters and protracted armed conflict in some of the areas affected – resulted in massive humanitarian needs on an overwhelming scale. The ICRC's emergency response, which it provided in close cooperation with the Philippine Red Cross, focused on areas where

it already had a longstanding presence in relation to the conflict. Through the ICRC's rapid deployment mechanism, scores of surge-capacity personnel were deployed, as were experts from different National Societies, to boost existing ICRC structures. They included specialists in health, water and habitat, economic security, logistics and the restoration of family links.

Northern Mali and Somalia continued to provide striking examples of the heavy humanitarian consequences of food crisis combined with chronic insecurity and fighting, and of constrained humanitarian access. The regional implications were also apparent, with instability and tensions spreading beyond borders. At year's end, the alarming situations in the Central African Republic and South Sudan also posed risks to fragile neighbouring countries, some of which were still suffering or struggling to recover from armed conflict.

For the ICRC, the bedrock of its efforts to protect and assist vulnerable people in such diverse contexts – one it has upheld for over 150 years despite the changing landscape – is its neutral, impartial and independent approach to humanitarian action. Building trust and acceptance among all stakeholders – based primarily on bilateral, confidential dialogue – remains crucial to its work. It was in this way, for example, that the ICRC was able, in 2013, to resume visits to people detained in Myanmar. In its role as a neutral intermediary, it also facilitated the release of several civilians and members of security forces held by armed groups in Colombia and Sudan.

Yet the challenges inherent in this approach, which requires proximity to people in need, were ever-present, not least in terms of the security risks. The attack on the Jalalabad sub-delegation in Afghanistan in May, which killed one staff member and wounded another, was one example. Another was the killing of yet more volunteers of the Syrian Arab Red Crescent – a key partner of the ICRC – bringing to 33 the number of volunteers killed since the beginning of the conflict there (as at 31 December).

Health-related activities have always been – and will continue to be – a central feature of the ICRC's institutional and operational identity. Some 8.2 million people benefited from these activities in 2013. For example, in Jonglei, South Sudan, the ICRC deployed three surgical teams to help treat the hundreds of people wounded in violence on different occasions. In Kandahar, southern Afghanistan, it continued providing support to Mirwais hospital, the only large-scale surgical facility in the region, serving over 5 million people. In Mali, Niger and elsewhere, health practitioners attended war-surgery training provided by the ICRC. At the same time, the organization sought to balance the expansion of its traditional medical services with the need to address broader public health concerns regarding communicable and non-communicable diseases.

Working at all levels to address the serious yet under-reported problem of violence against health care remained a key priority. An ongoing series of consultations among experts, National

Societies and the ICRC as part of the Health Care in Danger project continued. One workshop, held in Mexico in May, dealt specifically with ambulance services and pre-hospital care in risky situations; a report on the same topic, written by the Norwegian Red Cross with support from the Mexican Red Cross and the ICRC, was released later in the year. Both took stock of IHL, international human rights law and medical ethics in armed conflicts or other situations of violence.

Throughout 2013, the ICRC distributed food to 6.8 million people, mainly IDPs and residents, and essential household and hygiene items to some 3.5 million people. For example, 3.5 million people in Syria received food distributed in conjunction with the National Society. Around 4.6 million people benefited from productive inputs, mostly for sustainable food production or as livelihood support. They included thousands of farmers in areas of western Côte d'Ivoire still recovering from the 2012 violence, who received seed and tools. In addition, around 3.5 million people benefited from work, service and training initiatives; 1 million received cash, including as capital for launching small businesses; and some 44,000 received vouchers for basic commodities. Worldwide, over 28.7 million people benefited from ICRC water, sanitation and construction projects. These activities helped vulnerable people meet their basic needs, undertake recovery efforts and build their resilience to recurrent shocks.

The ICRC visited 756,158 detainees, of whom 23,473 were monitored individually, in 1,728 places of detention. Such visits aimed to ensure that detainees were treated humanely and held in decent conditions and could exchange family news, in line with IHL or internationally recognized standards. While carrying out multi-disciplinary activities in favour of detainees, the ICRC engaged in dialogue with prison authorities to encourage broader improvements in prison-sector management.

Positive news in the domain of IHL came with the adoption of the Arms Trade Treaty in April. Having consistently highlighted the unacceptable human cost of the widespread availability of conventional arms and called for a strong treaty, the ICRC was pleased to see an outcome that effectively prohibits the transfer of weapons where these would be used to commit or facilitate serious IHL violations, among other grave crimes. In parallel, it continued to advocate, at the highest level, a complete ban on and the elimination of nuclear weapons, including at an international conference on the issue convened in Oslo, Norway, and the complete elimination of chemical weapons absolutely prohibited under IHL. It also closely followed rapid developments in new weapons technologies – particularly remotely controlled, automated or autonomous weapons – and debates on the conduct of hostilities in cyberspace.

Ensuring better compliance with IHL – at operational, legal and policy levels – is one of the ICRC's perennial goals. In that respect, the joint Swiss-ICRC initiative to strengthen compliance with IHL gained momentum, with over 70 States participating in constructive discussions held in Geneva, Switzerland, affirming strong support for regular dialogue among States on IHL and exploring

the possible functions of an IHL compliance system. As requested, Switzerland and the ICRC will formulate concrete proposals on specific aspects of this initiative.

Ultimately, the ICRC's aim in all these efforts was to make a difference where it mattered most: in the field, to better protect and assist victims of armed conflicts and other situations of violence. Its partnerships with National Societies were a key aspect of that goal. The importance of partnership within the Movement was reaffirmed at the Council of Delegates in Sydney, Australia, where, under the banner "150 years of humanitarian action", representatives of the ICRC, the International Federation and 189 National Societies discussed humanitarian challenges and the Movement's future. Nine thematic resolutions were adopted, including one on working towards the elimination of nuclear weapons and one on strengthening legal protection for victims of armed conflict.

At year's end, the ICRC was already looking ahead to its 2015–2018 institutional strategy, with consultations and discussions taking place with internal and external stakeholders to enable an inclusive development process. The strategy – which the ICRC Assembly is scheduled to adopt in June 2014 – will essentially serve as an institutional "compass" to guide and inform choices and decisions in a volatile humanitarian landscape. The overall goal remains the same as it is today: to ensure the ICRC's relevant and effective operational presence in armed conflicts and other situations of violence around the world, keeping people's needs at the centre of its work and building on their resilience in fulfilling its mission.



Peter Maurer

# 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<sup>1</sup>
- ▶ 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.

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

# OPERATIONS

**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](http://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](http://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.

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/accesion 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 integrated approach based on national practice*<sup>1</sup>. 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

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](http://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](http://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 docu-

ments 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<sup>1</sup> 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%

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.

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## **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)<sup>1</sup>. 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.

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

<b>Overall expenditure</b>
CHF 1,234.0 million (including overheads)
<b>Headquarters</b>
CHF 189.0 million
<b>Field operations</b>
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)<sup>2</sup>.

## 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,

2. Each member provides a minimum of CHF 500,000 per year to the ICRC or, in some cases, to the ICRC Foundation.

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

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## CROSS-CUTTING PROJECTS AND MANAGEMENT PROCESSES

Following the formal launch of OSCAR<sup>3</sup> 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.

# OPERATIONS

# THE ICRC AROUND THE WORLD

AFRICA

ASIA AND  
THE PACIFIC

EUROPE AND  
THE AMERICAS

MIDDLE EAST

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	113,704
RCMs distributed	98,548
Phone calls facilitated between family members	357,058
People located (tracing cases closed positively)	4,297
People reunited with their families	1,736
of whom unaccompanied minors/separated children	1,476
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	756,158
Detainees visited and monitored individually	23,473
Number of visits carried out	4,863
Number of places of detention visited	1,728
<b>Restoring family links</b>	
RCMs collected	21,435
RCMs distributed	13,865
Phone calls made to families to inform them of the whereabouts of a detained relative	10,664



ICRC headquarters



ICRC delegation



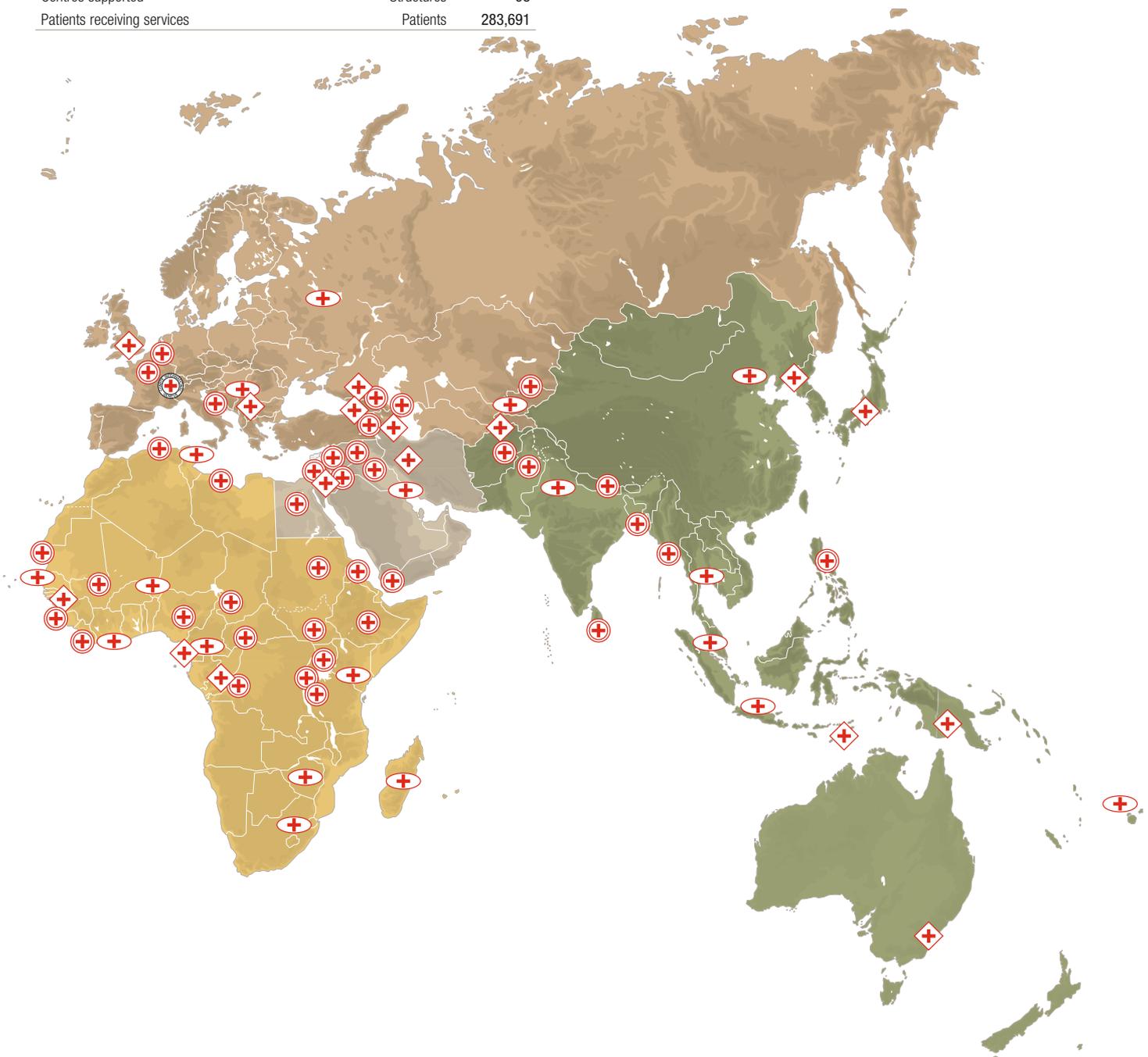
ICRC regional delegation



ICRC mission

<b>ASSISTANCE</b>		Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries	6,756,494
Essential household items	Beneficiaries	3,018,652
Productive inputs	Beneficiaries	4,606,194
Cash	Beneficiaries	1,021,225
Vouchers	Beneficiaries	43,602
Work, services and training	Beneficiaries	3,525,666
Water and habitat activities	Beneficiaries	28,367,530
<b>Health</b>		
Health centres supported	Structures	454
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	326
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	16,864
<b>Physical rehabilitation</b>		
Centres supported	Structures	93
Patients receiving services	Patients	283,691

<b>EXPENDITURE (in KCHF)</b>	Total
Protection	192,545
Assistance	634,255
Prevention	138,576
Cooperation with National Societies	76,037
General	3,665
	<b>1,045,078</b>
	<i>of which: Overheads 63,308</i>
<b>IMPLEMENTATION RATE</b>	
Expenditure/yearly budget	<b>91%</b>
<b>PERSONNEL</b>	
Mobile staff	1,601
Resident staff (daily workers not included)	10,183



# OPERATIONAL HIGHLIGHTS



Thierry Gassmann / ICRC

## CONFLICT ENVIRONMENTS AND CHALLENGES FOR HUMANITARIAN ACTION

Several key features emerge on close analysis of the primary characteristics of the armed conflicts and other situations of violence in which the ICRC operated in 2013.

First, with its staggering devastation and regional implications, the conflict in the Syrian Arab Republic (hereafter Syria) developed into one of the most catastrophic and violent crises in a long time. Hundreds of thousands of people were killed or injured, tens of thousands detained or missing, and millions displaced, separated from their families or forced to flee to neighbouring countries and coping with huge pressures. In besieged areas, civilians suffered starvation and lack of access to health care, notably due to the rampant and systematic targeting of medical personnel, transport and facilities. Diplomatic efforts to resolve the crisis continued, but the immediate future looked bleak for Syria's people.

Second, the instability caused by polarization between States and radicalized armed groups has affected the lives and dignity of countless people, undermined the legitimacy of State institutions and made such situations extremely challenging to resolve. Syria was but one example; in Afghanistan, Mali, Somalia and Yemen, for instance, armed confrontations raised issues linked to indiscriminate acts of violence often affecting mainly civilians, the treatment of detainees and the use of remotely piloted aircraft and other counter-terrorism measures. Governments and the international community have rarely managed to stabilize such situations.

Third, ethnic, nationalist or religious grievances and access to critical resources remained key drivers of protracted armed conflicts and other situations of violence. In the Democratic Republic of the Congo (hereafter DRC), fighting between the army and armed groups, and between several armed groups, occurred alongside heightened intercommunal tensions. Civilians suffered widespread abuse, including looting, destruction of property, child

recruitment and sexual violence. South Sudan suffered armed clashes and intercommunal violence earlier in the year, and then an all-out conflict between military factions, destroying communities and leaving hundreds of thousands displaced, injured or dead.

Fourth, the resurgence of State assertiveness and nationalism raised paradoxes. Weak States tended to generate instability because of their inability to maintain law and order and deliver critical services, while strong States at times undermined respect for State legitimacy by employing repressive means, creating volatility as well. States invoked national sovereignty to prevent outsiders, including humanitarian organizations, from interfering in internal affairs, yet were often not as assertive in assuming their responsibility to deliver key services. State assertiveness rose while critical threats to international security and stability, including "terrorism" and organized crime, became transnational in nature, requiring close international cooperation to resolve.

Fifth, displacement and migration continued to have traumatic consequences for men, women and children. Millions of IDPs in the Central African Republic (hereafter CAR), Colombia, Somalia, Syria and elsewhere suffered multiple displacements, loss of property and livelihoods, physical and sexual abuse and other adversities. Refugees and migrants underwent harrowing ordeals crossing from the Horn of Africa to Yemen, from Libya to Europe, through Central America and across Asia. Particularly tragic were the violations and abuse suffered by migrants caught up in conflict-affected or violence-prone regions where they were often stranded without means of contacting their families.

Finally, despite positive macroeconomic indicators and opportunities generated by broadening access to new information technologies, growing social inequalities persisted, the result of uneven wealth redistribution and the fact that billions still lived in abject poverty.

## OPERATIONS: REVIEW, APPROACH AND THEMATIC CHALLENGES

In 2013, the ICRC worked to protect and assist millions of people in armed conflicts and other situations of violence – men, women and children whose lives and communities were torn apart, their homes and livelihoods destroyed, forced to flee and survive with no access to basic services and suffering the loss, disappearance or injury of loved ones.

It was a year which saw the ICRC step up its response in several high-profile acute crises – from Syria and the surrounding region to the CAR, Mali and South Sudan – and maintain activities in contexts where civilians have for years suffered the heavy consequences of protracted armed conflicts, such as in Afghanistan, Colombia, the DRC, Israel and the occupied territories, and Somalia. It also stepped in when natural disaster struck, coming to the aid, for example, of communities in the Philippines dealing first with the aftermath of Typhoon Bopha and a year later Typhoon Haiyan; the ICRC, which was already working with populations affected by low-intensity conflict, responded to urgent needs with the Philippine Red Cross.

In these and other parts of the world, ICRC teams in the field maintained their proximity to vulnerable populations and gained

access to others, sometimes being among the few actors on the ground, as in the CAR, northern Mali or Somalia. This and other key parameters of the ICRC's working methods, notably its neutral, impartial and independent approach to humanitarian action, confidential dialogue with all sides, and adaptability, enabled it to reach some of the most difficult or isolated areas. In responding to the diverse vulnerabilities of those affected, ICRC teams drew on integrated protection, assistance, prevention and cooperation activities to cover both acute and chronic needs.

In many contexts, the ICRC's approach led to new or reinforced relations with diverse stakeholders – crucial in today's multi-polar world – and therefore acceptance for its mandate and mission; however, the exposure of its staff also led to security risks. In Afghanistan, where the ICRC has been present for many years, an attack on the Jalalabad sub-delegation killed one of the guards, showing that proximity does not always equal acceptance. Increasingly, humanitarian workers faced the threat of abduction, as was the case, at the time of writing, for three ICRC colleagues in Syria. In some contexts the authorities impeded activities, asserting their sovereignty or denying the ICRC access to sensitive places.

In all these operations, cooperation with the National Societies, notably operational partnerships through which thousands of Red Cross or Red Crescent volunteers worked alongside ICRC teams, was a key component of activities for communities. The result was a strong Movement response, for example in Colombia, the DRC, Mexico and Myanmar, that included deployments of National Society medical teams to reinforce ICRC operations, as in the Philippines and South Sudan. National Society volunteers also faced substantial risks, as seen in the critical case of the Syrian Arab Red Crescent, with 33 volunteers killed since the beginning of the conflict (as at 31 December).

Despite the challenges, the ICRC delivered strong responses as set out in its initial budget of CHF 988.7 million for the 2013 Emergency Appeals and in eight budget extensions during the year for the DRC (CHF 10.0 million), Myanmar (CHF 8.1 million), Niamey regional (CHF 39.2 million), the Philippines (CHF 29.7 million and CHF 14.5 million for Typhoons Bopha and Haiyan, respectively), and the Syrian armed conflict (Jordan – CHF 6.4 million; Lebanon – CHF 5.8 million; Syria – CHF 50.1 million).

The different phases of armed conflict and violence – emergency, early recovery and post-conflict – required varied responses. Moreover, people had different needs depending on their gender, age and circumstances (e.g. forcibly displaced, detained or with missing family members). The ICRC, often with National Societies, took these into account in deciding with the populations affected on the most appropriate way to alleviate their suffering, placing their specific needs at the core of the response and drawing on multidisciplinary activities and expertise rather than a standardized approach. In many contexts, it contributed its expertise in particular domains, for example in improving conditions in places of detention through visits and direct assistance to detainees and working with the authorities on a structural level (e.g. Burundi, Cambodia, Madagascar, Lebanon and Zimbabwe). Thanks to sustained efforts and dialogue with authorities, the ICRC obtained greater access to detainees in Bahrain, Ethiopia, Myanmar, Nigeria and Somalia.

The ICRC continued to highlight the threats facing health-care service delivery and attacks against health personnel and facilities and patients. It pursued its four-year Health Care in Danger

project, with many delegations collecting information on reported incidents and making representations to the alleged perpetrators. Between January 2012 and July 2013, more than 1,400 such incidents were reported in at least 23 countries; over 90% directly affected local health-care providers (private or public), and 14% were related to National Societies. In parallel, workshops and consultations brought together experts, practitioners and armed forces personnel.

Sexual violence was another area in which the ICRC launched a four-year plan, in 2013, to strengthen its holistic operational response to the thousands of women, girls, men and boys affected in armed conflicts and other situations of violence, with devastating consequences.

Profound changes within the humanitarian community made coordination and partnership as important as ever. With so many players responding in crises – the Movement, UN agencies, regional bodies, armed forces, governments, national and international NGOs, faith-based organizations, donors, and other actors increasingly seen on the front line – ICRC field teams stepped up their efforts to coordinate activities and share analyses.

## AFRICA

Acute crises in the CAR, the DRC, Mali and South Sudan unfolded alongside persistent poles of instability and humanitarian needs, including in Libya, Nigeria, Somalia and Sudan.

In Mali, following conflict and division in 2012, a military intervention led by France and Mali and several other African nations in early 2013 led to the retaking of the country's northern regions. Despite improvements for the population, insecurity prevailed, displaced persons did not return in great numbers and significant needs remained. ICRC support helped ensure the full functioning of the Gao hospital and several clinics, where people received emergency or standard health services. Over half a million people also benefited from food distributions or agricultural projects. Dialogue with the Malian government and the French armed forces facilitated ICRC access to detainees.

The multiplicity of armed groups in different parts of the DRC affected millions of people, who suffered attacks, looting, sexual abuse, displacement, injury or death. The arrival of the "intervention brigade" under a more robust UN mandate and operations carried out by the DRC armed forces led to the military defeat of the M23. Working closely with the National Society, the ICRC focused its response on emergency medical needs, providing surgical support in hospitals in Goma during peaks of conflict. IDPs and returnees received critical assistance, and victims of sexual violence obtained psychological support and medical treatment at ICRC-supported counselling centres.

In the neighbouring CAR, after the overthrow of the government in March, nine months of sectarian violence killed thousands, displaced even more and undermined already weak State service delivery. Thanks to its longstanding presence in Bangui and in towns like Kaga Bando or Ndele, the ICRC was able to preserve its access and implement vital activities, from an emergency medical response alongside Médecins Sans Frontières, to food, water and livelihood projects that helped IDPs and residents boost their coping ability – although, overall, the security situation on the ground presented some challenges in reaching all those in need.

South Sudan ended the year in the midst of an armed conflict between rival military factions, coming on top of several instances of intercommunal violence throughout the year, notably in Jonglei state. The remoteness of the regions affected and the fragility of national institutions prompted the ICRC to significantly scale up its capacities, centring on medical aid, food and water provision and protection activities.

In northern Nigeria, violence occurred among communities and between government forces and Boko Haram. With its office in Maiduguri, the ICRC was among the few organizations addressing some of the population's priority needs, together with the National Society.

In Sudan, operations continued in Darfur; they did not develop in Blue Nile and South Kordofan.

## ASIA

South Asia experienced the lingering consequences of armed conflict and violence. In Afghanistan, the prolonged suffering of the population seemed set to continue. The deadly attacks against the Jalalabad sub-delegation and National Society and NGO staff were evidence of the challenging environment. Partly revising its set-up, the ICRC continued its operations – its second-largest worldwide – maintaining support for hospitals, National Society clinics and physical rehabilitation centres. It visited people detained, predominantly by the Afghan authorities but also by the remaining international forces.

In Pakistan, following the killing of an ICRC medical delegate in 2012 as well as discussions with the authorities, operations were limited to those outlined in a 1994 agreement, leaving the ICRC's activities reduced in this context.

The impact of the ICRC's response in Myanmar grew considerably in 2013. In Rakhine state, it worked with health authorities and the National Society in providing civilians with health care and other assistance following intercommunal violence. It resumed visits to detainees and delivered medical supplies to Kachin state. It also started carrying out training for Myanmar police forces.

The Philippines was twice in twelve months hit by deadly typhoons. Together with the Philippine Red Cross, the International Federation and other National Societies, the ICRC deployed additional personnel and provided food, shelter, medicine and water for hard-hit communities in Mindanao and, later, in Samar. During the year, violence in Zamboanga required emergency action for tens of thousands of IDPs.

## EUROPE AND THE AMERICAS

Operations in Latin America focused on the needs of people affected by the conflict in Colombia. Despite the ongoing peace negotiations, the effects of years of conflict remained; the ICRC, often with the Colombian Red Cross, responded to urgent and long-term needs relating, *inter alia*, to medical assistance in remote areas, weapon contamination and the consequences of sexual violence. Acting as a neutral intermediary, the ICRC facilitated the release of 26 people held by armed groups, enabling them to return to their families, in some cases after many years.

Across the Americas and Europe, with the National Societies, the ICRC addressed consequences of conflicts or violence on communities – as in Chile, Peru and the South Caucasus – and migrants –

as in Central America, Greece and Italy. This included responding to needs in relation to disappearance, health care, sexual violence, conditions of deportation and severed family links. The issue of missing persons remained a priority in the South Caucasus and the Western Balkans.

Across the region, the ICRC visited people deprived of their freedom, including at the US internment facility at Guantanamo Bay Naval Station in Cuba, where over 160 people have received almost a hundred visits since 2002. It called for the transfer of internees already declared eligible and for improved family contacts for inmates. In Uzbekistan, the ICRC terminated its visits to detainees owing to its inability to work according to its standard procedures.

## MIDDLE EAST

In Syria, despite numerous operational constraints, up to 200 ICRC staff, together with the Syrian Arab Red Crescent, reached hundreds of thousands of people affected by the conflict. The ICRC stepped up its presence in early 2013, opening a base in Tartus, thereby broadening its contacts with all parties and obtaining greater access across fighting lines. With the Syrian Arab Red Crescent, it distributed food and household kits to millions of people, mainly IDPs also benefiting from emergency drinking water and improvements to their housing. An estimated 80% of the population continued drinking water thanks to ICRC-donated water-treatment supplies, spare parts, pumps and generators to local water boards.

Of deep concern to the ICRC in Syria was the obstruction of its medical activities, severely constrained by widespread insecurity and the authorities' unwillingness to let medical supplies enter areas held by armed groups. There was likewise no progress on access to detainees, whose conditions and treatment were worrying.

In neighbouring Iraq, Jordan and Lebanon, the ICRC, with the National Societies, provided emergency medical assistance, food, essential household items, clean water and/or family-links services for people fleeing Syria.

Inside Iraq, the situation further deteriorated, with levels of violence and casualties at their highest since 2006–07 and the sectarian nature of the confrontations becoming a source of concern. The ICRC continued visiting detainees and implementing large-scale medical and livelihood programmes for people displaced or otherwise vulnerable.

In Israel and the occupied Palestinian territory, the ICRC visited prisoners and helped Palestinians living under occupation meet their essential needs through various initiatives. In the Gaza Strip, for example, it rehabilitated key water and health infrastructure in coordination with the *de facto* authorities. It also began to engage in a constructive debate with the Israeli public on three occupation policies, namely the routing of the West Bank barrier, the annexation of East Jerusalem and the settlement policy, which contravene IHL. For other issues such as the conduct of hostilities, detention and the restoration of family links, the ICRC maintained bilateral and confidential dialogue with the Israeli authorities. In Yemen, armed clashes continued, affecting civilian life and injuring or killing many, even as the National Dialogue Conference was ongoing. During fighting in Dammaj village, the ICRC evacuated wounded people in risky cross-line operations. While security and access issues affected certain activities, it provided emergency relief, medical support and livelihood assistance for IDPs and residents, and reached an agreement with the government, awaiting formalization, on improved access to detainees.

# ICRC OPERATIONS IN 2013: A FEW FACTS, FIGURES AND RESULTS

## PRESENCE

In 2013, the ICRC was present in more than 80 countries through delegations, sub-delegations, offices and missions. Its delegations and missions were distributed throughout the world as follows:

Africa	30
Asia and the Pacific	17
Europe and the Americas	27
Middle East	10

## PERSONNEL

The average number of ICRC staff in 2013 was as follows:

<b>Headquarters:</b>	<b>949</b>
Field: Mobile staff	1,601
<i>Mobile employee</i>	1,461
<i>National Society employee</i>	98
<i>Resident employee on temporary mission</i>	42
Field: Resident staff	10,183
<b>Field: total<sup>1</sup></b>	<b>11,784</b>
<b>Final total</b>	<b>12,733</b>

1. This figure does not include an average of 1,162 daily workers hired by the ICRC in the field

## FINANCE

ICRC expenditure in 2013	In million	CHF	USD	EUR
Headquarters		189.0	204.0	154.0
Field		1,045.1	1,128.5	851.5
The sub-total comes to CHF 1,234.0 million, from which field overheads (CHF 63.3 million) must be deducted in order to reach the final total.				
<b>Final total</b>		<b>1,170.7</b>	<b>1,264.2</b>	<b>953.8</b>

Exchange rates: USD 1.00 = CHF 0.9261; EUR 1.00 = CHF 1.2274

10 largest operations in 2013 in terms of expenditure	In million	CHF	USD	EUR
1 Syrian Arab Republic		81.3	87.8	66.2
2 Afghanistan		76.8	82.9	62.6
3 Niamey (regional)		73.1	78.9	59.5
4 Congo, Democratic Republic of the		64.7	69.9	52.7
5 Somalia		64.1	69.2	52.2
6 Iraq		56.5	61.0	46.0
7 South Sudan		53.7	58.0	43.8
8 Philippines		51.3	55.3	41.8
9 Israel and the Occupied Territories		44.4	47.9	36.2
10 Sudan		35.7	38.5	29.1

Exchange rates: USD 1.00 = CHF 0.9261; EUR 1.00 = CHF 1.2274

## VISITS TO DETAINEES

ICRC delegates visited **756,158 detainees**, 23,473 of whom were monitored individually (773 women; 1,226 minors), held in **1,728 places of detention** in **96 contexts**, including detainees held by or in relation to the decisions of **5 international courts/tribunals**. Of this number, **13,239 detainees** (449 women; 1,111 minors) were registered and visited for the first time in 2013.

With support provided by the ICRC, **13,076 detainees** benefited from **family visits**.

A total of **21,515** detention attestations were issued.

## RESTORING FAMILY LINKS

The ICRC collected **135,139** and distributed **112,413 RCMs**, thus enabling members of families separated as a result of armed conflict, unrest, disturbances or tensions to exchange news. Among these messages, **21,435** were collected from and **13,865** distributed to **detainees**. In addition, the ICRC facilitated **357,058 phone calls** between family members. The ICRC also made **10,664 phone calls** to families to inform them of the whereabouts of a detained relative visited by its delegates.

The ICRC **registered 2,679 unaccompanied/separated children** (851 girls), including **775 demobilized children** (45 girls) during 2013. Once their families had been located and with the agreement

of the children and their relatives, it organized the reunification of **1,476 children** (437 girls) with their families. By the end of the year, the cases of **1,794 unaccompanied/separated children** (including **346 demobilized children**) were still being handled, which involved tracing their relatives, maintaining contacts between the children and their families, organizing family reunification and/or identifying other long-term solutions for the children concerned.

The ICRC established the **whereabouts of 4,297 people** for whom tracing requests had been filed by their families. The ICRC website [familylinks.icrc.org](http://familylinks.icrc.org) listed the **names of 31,492 people**, helping reconnect them with their relatives and friends. At the end of the year, the ICRC was still taking action to locate **51,204 people** (**4,644 women**; **5,591 minors** at the time of disappearance) at the request of their families.

The ICRC **reunited 1,736 people** (including **1,476 minors**) with their families. It organized the **transfer or repatriation of 1,875 people**, including **143 detainees after their release**. It also

organized the transfer or repatriation of **1,076 sets of human remains**. It issued **travel documents** that enabled **4,420 people** to return to their home countries or to settle in a host country.

It relayed **1,493 official documents** of various types between family members across borders and front lines.

A total of **768,005 people** contacted ICRC offices worldwide for services or advice regarding issues related to protection and family links.

## ASSISTANCE

In 2013, the ICRC ran assistance programmes in **81 countries**. The bulk of the work was carried out in Afghanistan, the Central African Republic, Colombia, the Democratic Republic of the Congo, Israel and the occupied territories, Jordan, Lebanon, the Philippines, Somalia, South Sudan, Sudan, the Syrian Arab Republic and Yemen.

## ASSISTANCE SUPPLIES

In 2013, the ICRC purchased or received as contributions in kind the following assistance supplies:

Relief items	126,620 tonnes	CHF 137 million
<b>Including top 10</b>		
Canned Food, Fish	3,791,364 each	
Kits, Relief, Food Parcel, for family, 5 persons/1 month	468,019 each	
Food, Edible Oil, L	3,984,405 litres	
Food, Cereals, Rice, kg	32,088,510 kg	
Kits, Relief, Cooking Set	321,685 each	
Housing, Furniture, Bed mattress	327,211 each	
Housing, Shelter, Tarpaulins	321,623 each	
Housing, Shelter, Blankets	1,310,463 each	
Food, Pulses, Beans, kg	7,850,438 each	
Medical and physical rehabilitation items		CHF 29 million
Water and habitat items		CHF 27 million
	<b>TOTAL</b>	<b>CHF 193 million</b>
		<b>USD 208 million</b>
		<b>EUR 157 million</b>

Exchange rates: USD 1.00 = CHF 0.9261; EUR 1.00 = CHF 1.2274

## ECONOMIC SECURITY

During the year, ICRC activities to ensure economic security, many times implemented together with host National Societies, directly benefited households and communities in **55 countries** worldwide. Some **6,786,000 internally displaced people (IDPs), returnees, residents** (in general, people living in rural areas and/or areas difficult to reach owing to insecurity and/or lack of infrastructure) and **people deprived of their freedom** received aid in the form of **food** and **3,466,000** in the form of **essential household and hygiene items**. Around **66%** and **62%** of the beneficiaries of food and essential household and hygiene items respectively were **IDPs**, around **31%** and **26%** respectively were **women** and around **40%** and **36%** respectively **children**. In addition, some **4,619,000 people** (of whom around **7%** were **IDPs**) benefited from livelihood support through **sustainable food-production programmes or micro-economic initiatives**. These included

various response mechanisms ranging from the rehabilitation of traditional irrigation systems to small-scale community-based cash-for-work and livestock-management/support projects. Some **3,526,000 people** received assistance in the form of work, services and training.

## WATER AND HABITAT

In 2013, the ICRC **mobile and resident engineers and technicians** were involved in water, sanitation and construction work in **58 countries**. These projects catered for the needs of some **28,707,000 people** worldwide (IDPs, returnees, residents – in general, people living in rural areas and/or areas difficult to reach owing to insecurity and/or lack of infrastructure – and people deprived of their freedom). Around **30%** and **40%** of the beneficiaries were **women** and **children** respectively.

## HEALTH CARE SERVICES

During the year, the ICRC regularly or occasionally supported **326 hospitals** and **560 other health care facilities** around the world. An estimated **8,223,000 people** (31% women; 50% children) benefited from ICRC-supported health care facilities. **Community health** programmes were implemented in **25 countries**, in many cases with National Society participation. Among the **4,330,000** patients who received consultation services, **36%** were women and **39%** were children.

Some **13,600 weapon-wounded** and **112,400 non-weapon-wounded** surgical patients were admitted to ICRC-supported hospitals in **31 countries**, where some **150,000 surgical operations** were performed. In these hospitals, more than **436,600 other patients** were admitted, including **194,508** women and girls receiving **gynaecological/obstetric** care. Some **1,399,000 people** were treated as outpatients and **3,442** people had their **treatment paid for** by the ICRC. The ICRC supported **106 first-aid posts** located near combat zones, which provided emergency treatment, mainly for weapon-wounded patients.

Health in detention activities were carried out in **42** countries.

## CARE FOR THE DISABLED

ICRC physical rehabilitation technicians provided support to more than **90 centres** in **27 countries** and **1 territory**, enabling **283,691 patients** (including **51,500** women and **87,840** children) to receive services. A total of **9,146 new patients** were fitted with **prostheses** and **31,211 with orthoses**. The centres produced and delivered **22,119 prostheses** (including **2,981** for women and **1,494** for children; **7,681** for mine victims) and **68,077 orthoses** (including **11,759** for women and **35,608** for children; **1,997** for mine victims). In addition, **3,743 wheelchairs** and **38,679 crutches and walking sticks** were distributed, most of them locally manufactured. Training of local staff was a priority in order to ensure sustainable services for patients.

## WEAPON CONTAMINATION

Throughout the year, the Weapon Contamination Unit provided operational support to delegations, National Societies and political authorities in **27 contexts** (23 delegations). The Unit also worked with the UN and NGOs to further develop and strengthen international mine-action standards and coordination.

## FORENSIC SERVICES

During 2013, the ICRC's forensic services supported field operations in more than **50 countries** in all regions, to help prevent and resolve cases of missing persons, including in emergencies. Activities consisted in promoting and supporting the implementation of forensic best practice for the proper and dignified recovery, management and identification of human remains in armed conflict, other situations of violence and natural disaster. In addition, a variety of internal and external training, dissemination and networking activities, including for National Societies, were conducted to build countries' capacities to deal with the problem and to raise general awareness of the issue.

## ICRC COOPERATION WITH NATIONAL SOCIETIES

The aim of the ICRC's cooperation with National Societies is twofold: 1) to strengthen operational relationships with host National Societies (National Societies working in their own countries) to improve their activities for people affected by armed conflict and other situations of violence, and 2) to strengthen their capacities overall.

In the vast majority of the countries where it operates, the ICRC does so in partnership with host National Societies and with the support of National Societies working internationally. In 2013, more than **one third (35%) of the ICRC's operational activities were conducted in partnership with the National Society of the country concerned**, with the following breakdown by programme:

▶ Assistance	42%
▶ Protection	36%
▶ Prevention	31%

These activities were implemented in **48** ICRC delegations. The ICRC also contributed to the overall strengthening of the National Societies' capacities to carry out their own activities.

Direct cash transfers to boost National Society capacities to provide immediate responses represented CHF 18 million. Total ICRC investment in overall capacity building represented CHF 22.4 million.

## PUBLIC COMMUNICATION

In 2013, the ICRC's humanitarian concerns and activities continued to be widely covered by media worldwide. According to the Factiva database, which compiles print and online media sources worldwide, the ICRC was **mentioned about 15,000 times**.

The ICRC produced some **164 print and audiovisual products**, including **25 video news items**, which were issued to broadcasters worldwide, and **71 other video news items and films** for use with various target groups. The ICRC's news footage was carried by over **250 channels worldwide**, including Al Jazeera and BBC World television.

The ICRC distributed some **380,000 publications and copies of films** from Geneva, Switzerland, to clients worldwide.

The ICRC website received some **16 million page views** in total, roughly the same as in 2012.

Interest in the ICRC's social media platforms grew significantly: the number of 'likes' for the Facebook page increased fourfold to reach 250,000; the number of followers of the ICRC's six main Twitter accounts nearly doubled to 217,000; and ICRC videos were viewed more than half a million times on YouTube.

## STATE PARTICIPATION IN IHL TREATIES AND DOMESTIC IMPLEMENTATION

The ICRC continued to develop an active dialogue with national authorities worldwide in order to promote accession to IHL treaties and their domestic implementation. It provided legal and technical advice to governments, and encouraged and supported them in their endeavours to establish national interministerial committees entrusted with the national implementation of IHL. In 2013, **2 new national IHL committees were created** (in Bangladesh and Liberia), bringing the total number worldwide to **104**.

The ICRC organized, or contributed to, **43 regional events** in relation to IHL and its incorporation into domestic law, which were attended by some **880 people** from **118 countries**.

This work contributed to **62 ratifications of IHL treaties** (including 1 of the 1949 Geneva Conventions, 1 of Additional Protocol I, and 4 of Additional Protocol III) by **39 countries**. In addition 12 countries adopted 13 pieces of domestic legislation to implement various IHL treaties, and many prepared draft laws on other related topics.

Throughout the year, ICRC delegates met with various weapon bearers present in conflict zones, from members of the military and the police to paramilitary units, armed groups and staff of private military companies.

- ▶ **32** specialized ICRC delegates conducted or took part in more than **150 courses, workshops, round-tables and exercises** involving some **125,000 military, security and police personnel** in more than **90 countries**; more than **80 military officers** from **40 countries** received ICRC scholarships to attend **8 military courses** on IHL in San Remo, Italy
- ▶ **70 general and senior officers** from **55 countries** attended the Senior Workshop on International Rules Governing Military Operations in Cartagena, Colombia
- ▶ the ICRC maintained relations with the **armed forces of 163 countries** and engaged in dialogue with armed groups in more than 40 countries
- ▶ specialized delegates in Africa, Asia, Europe, and North America represented the ICRC and observed the implementation of IHL or international human rights law during some **15 international military exercises**

## RELATIONS WITH ACADEMIC CIRCLES

Over **430 universities** in more than **80 countries** received support for the teaching of IHL while, outside the classroom, **individual professors** participated in the development, implementation and promotion of the law. Over **60 delegations** provided training to university lecturers, co-organized seminars, supported student competitions and stimulated academic debate on how to improve respect for the law.

In 2013, the ICRC organized or co-organized:

- ▶ **12 regional and international IHL training seminars for academics** (4 in Africa; 3 in Asia and the Pacific; 3 in Europe and the Americas; 2 in the Middle East), involving **over 300 professors, lecturers and graduate students**
- ▶ an intensive IHL training course for humanitarian practitioners in France for 32 competitively selected senior practitioners and policy-makers
- ▶ **6 regional IHL competitions** for students (2 in Africa; 2 in Asia and the Pacific; 2 in Europe and the Americas), involving some **250 students and lecturers**
- ▶ the annual Jean-Pictet Competition on IHL, involving **47 student teams** from around the world

In addition:

- ▶ the *International Review of the Red Cross*, a peer-reviewed academic journal published by the ICRC and Cambridge University Press, produced **4 issues** on the following topics: violence against health care; multinational operations and the law; the scope of application of IHL; and generating respect for the law

- ▶ **4,000 copies of the journal were printed**, with selected articles translated into Arabic, Chinese, French, Russian and Spanish, and distributed in over **70 countries** around the world. The main readership of the journal includes lawyers, military experts, academics, humanitarian practitioners and policy-makers.

## SUPPORTING IHL EDUCATION IN SCHOOLS

**Education authorities** and **National Societies** worldwide received support from the ICRC to work towards the integration of IHL and humanitarian education into formal secondary school curricula. Youth projects in which humanitarian education forms part of an integrated response to the consequences of urban violence continued to expand in Latin America.

In 2013:

- ▶ more than **10,000 people consulted the Exploring Humanitarian Law Virtual Campus**, a web-based resource centre for the programme
- ▶ the ICRC continued to address the consequences of urban violence affecting young people in Latin America through contextualized school-based projects – in Honduras, the cities of Medellín, Colombia, and Rio de Janeiro, Brazil, and in Ciudad Juárez, Guerrero and Valle de Juárez in Mexico – all aimed at fostering a humanitarian space in and around schools
- ▶ the ICRC worked together with the International Federation and several National Societies to consolidate the concept of humanitarian education as a guiding reference for Movement action in the field of youth and education. With a view to providing a coherent Movement approach in this field, the “Humanitarian Education Platform” was launched during the 2013 Council of Delegates in Sydney, Australia.

## INFORMATION AND DOCUMENTATION MANAGEMENT AND MULTILINGUAL COMMUNICATION

The ICRC’s Archive and Information Management Division managed **more than 20** linear kilometres of archival records and a collection of over **27,000 books, 800,000 photos**, about **800 hours of video footage** and **12,500 audio files**. Last year, it received **2,500 visitors** and handled more than **3,000 requests** from National Societies, NGOs, academia, government departments and the media.

The ICRC’s Preservation and Tracing Archives Unit handled **more than 2,500 requests** from victims of past armed conflicts while its Records Management Unit responded to some **600 internal research requests**.

ICRC headquarters received **134 groups** totaling about 3,120 people (university students: **60.7%**; National Society staff and volunteers: **15.8%**; diplomatic community: **10.2%**; members of armed forces: **7.7 %**; the private sector: **2.4%**; secondary school and vocational training students: **1.6%** and NGOs and religious groups: **1.6%**).

More than **10 million words** were translated, edited and proof-read by translators and editors working for or contracted by the ICRC through its language service.



# AFRICA

## KEY RESULTS/CONSTRAINTS

### In 2013:

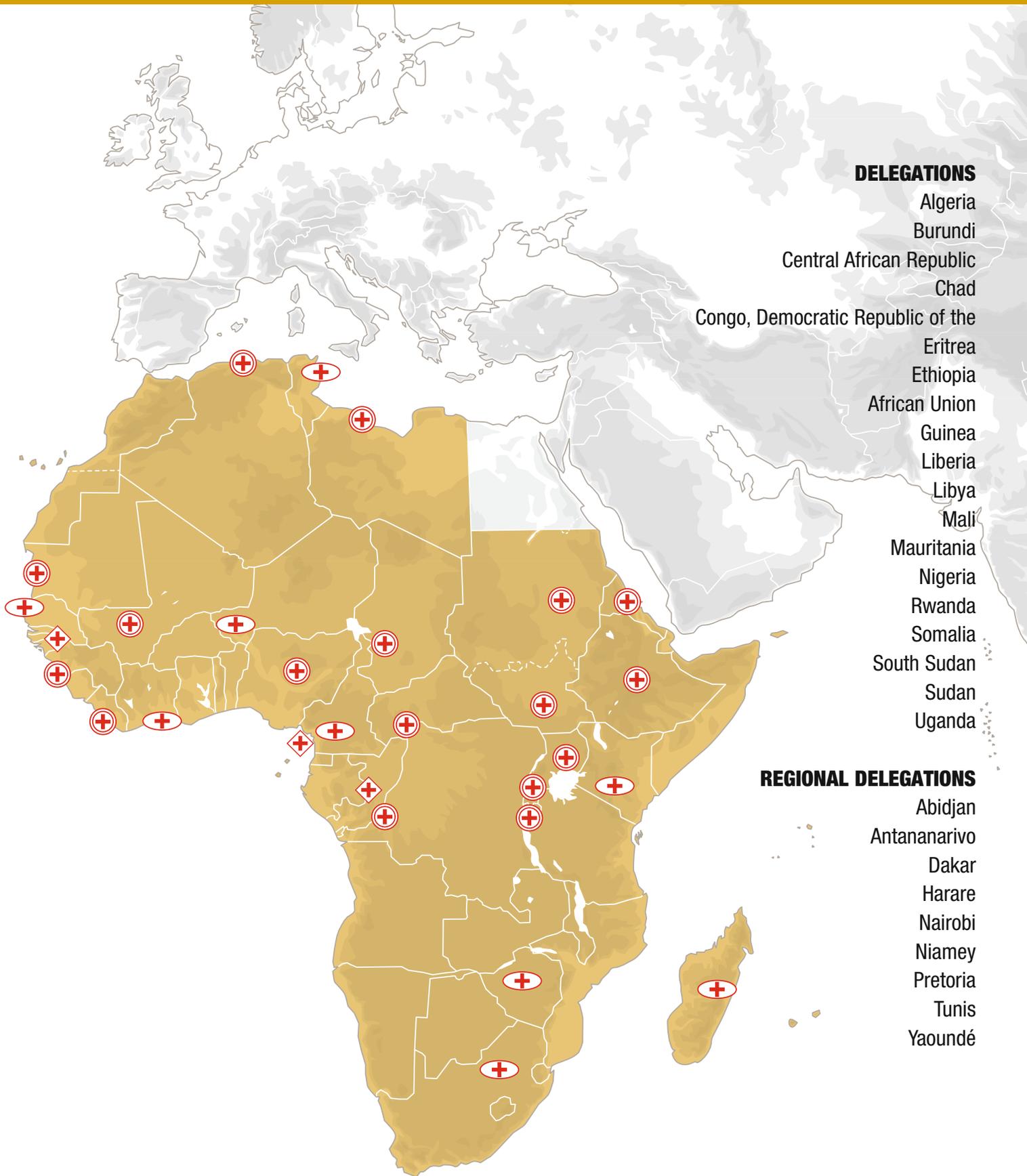
- ▶ following upsurges in fighting, particularly in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan, people were provided with essential supplies and the means to contact their relatives
- ▶ casualties of clashes and victims of abuses, including sexual violence, received care from ICRC surgical teams or from local doctors at ICRC-supported facilities, often after receiving first aid from National Society volunteers
- ▶ vulnerable households, including those headed by women, strengthened their resilience to the effects of conflict, aided by seed distributions, livestock services, micro-economic initiatives and improvements to water infrastructure
- ▶ insecurity, logistical constraints and government-imposed restrictions in some contexts continued to impede or delay ICRC efforts to monitor the situation of conflict- or violence-affected people and provide them with assistance
- ▶ detainees had their treatment and living conditions monitored during ICRC visits, with strengthened cooperation between health and penitentiary authorities improving their access to medical care, notably in Liberia and Tunisia
- ▶ with ICRC encouragement, 19 African countries advanced IHL implementation by signing the Arms Trade Treaty after its adoption by the UN General Assembly in April

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	98,149
RCMs distributed	81,980
Phone calls facilitated between family members	325,646
People located (tracing cases closed positively)	1,638
People reunited with their families	1,537
of whom unaccompanied minors/separated children	1,476
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	264,182
Detainees visited and monitored individually	6,904
Number of visits carried out	2,006
Number of places of detention visited	707
<b>Restoring family links</b>	
RCMs collected	5,162
RCMs distributed	3,231
Phone calls made to families to inform them of the whereabouts of a detained relative	1,937

EXPENDITURE (in KCHF)	
Protection	70,873
Assistance	298,472
Prevention	50,348
Cooperation with National Societies	30,634
General	968
	<b>451,296</b>
	<i>of which: Overheads 27,297</i>

ASSISTANCE	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)	
Food commodities	Beneficiaries 2,133,903
Essential household items	Beneficiaries 997,144
Productive inputs	Beneficiaries 3,391,633
Cash	Beneficiaries 676,342
Vouchers	Beneficiaries 32,399
Work, services and training	Beneficiaries 3,156,965
Water and habitat activities	Beneficiaries 3,930,840
<b>Health</b>	
Health centres supported	Structures 101
<b>WOUNDED AND SICK</b>	
<b>Hospitals</b>	
Hospitals supported	Structures 120
<b>Water and habitat</b>	
Water and habitat activities	Number of beds 5,653
<b>Physical rehabilitation</b>	
Centres supported	Structures 30
Patients receiving services	Patients 26,061

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>95%</b>
<b>PERSONNEL</b>	
Mobile staff	690
Resident staff (daily workers not included)	4,178



**DELEGATIONS**

- Algeria
- Burundi
- Central African Republic
- Chad
- Congo, Democratic Republic of the
- Eritrea
- Ethiopia
- African Union
- Guinea
- Liberia
- Libya
- Mali
- Mauritania
- Nigeria
- Rwanda
- Somalia
- South Sudan
- Sudan
- Uganda

**REGIONAL DELEGATIONS**

- Abidjan
- Antananarivo
- Dakar
- Harare
- Nairobi
- Niamey
- Pretoria
- Tunis
- Yaoundé

 ICRC delegation  
  ICRC regional delegation  
  ICRC mission



## AFRICA

In 2013, the ICRC operated from 29 delegations and missions to alleviate the suffering caused by past and present armed conflicts and other situations of violence in Africa. Owing to pressing humanitarian needs in the Central African Republic (hereafter CAR), the Democratic Republic of the Congo (hereafter DRC), Mali, Somalia, South Sudan and Sudan, ICRC operations in these countries remained among the organization's largest worldwide, even though insecurity, sometimes coupled with limited acceptance of humanitarian work, challenged the ICRC's efforts to reach people affected by conflict/violence. In response to upsurges in fighting, particularly in the CAR, the DRC, Mali and South Sudan, the ICRC expanded its emergency activities in the hardest hit areas, while continuing to implement early-recovery initiatives in places where they were feasible. It increased its proximity to the communities affected, for example, by upgrading its presence in Mali to a delegation and opening two sub-delegations in South Sudan's Jonglei and Unity states. In post-conflict/violence situations where tensions persisted, as in Guinea and Libya, it engaged in dialogue with the relevant parties to promote respect for humanitarian principles. Where humanitarian needs decreased – for example, in Chad, Sierra Leone and Uganda – it concentrated on helping local authorities and communities strengthen their capacities for recovery.

Where necessary, as in Somalia and Sudan (in Darfur), the ICRC continued to adapt its working methods to pursue its assistance activities in partnership with local communities and organizations and with National Societies while ensuring accountability. It conducted field visits and interviewed beneficiaries in order to review programme results and identify areas for improvement. Backed by ICRC funds and other support, National Societies strengthened their capacities, including to apply the Safer Access Framework, and remained the ICRC's main partners when it came to helping vulnerable populations meet urgent needs and strengthen their resilience to the effects of conflict/violence on their livelihoods and their safety. To maximize impact, the ICRC coordinated its activities with those of Movement partners, UN agencies and other humanitarian players.

Dialogue with all parties involved in the ongoing conflicts/violence, as in the CAR and South Sudan, enabled National Society/ICRC teams to deliver assistance to people in areas accessible to few/no other organizations. Discussions were pursued on gaining access to conflict-affected regions such as Ethiopia's Somali Regional State and Sudan's Blue Nile and South Kordofan states. In Eritrea, such efforts led to the resumption of some ICRC livelihood support activities in Northern Red Sea state for the first time since 2004. Dialogue with the Harakat al-Shabaab al-Mujahideen

also allowed the ICRC to further expand its assistance activities in central and southern Somalia.

Many communities still faced insecurity associated with the activities of military forces and/or armed groups, violations of applicable law, such as sexual violence, the presence of mines/explosive remnants of war, intercommunal tensions and criminal activities such as banditry and kidnapping. Attacks against patients and medical services continued to be reported. In response, the ICRC reminded the authorities, weapon bearers and other influential players of the need to protect those who are not/no longer fighting, in accordance with IHL or other applicable law. It made representations on reported violations urging the relevant authorities to take corrective action, fostered respect for the applicable law during training sessions for armed forces, including peacekeeping troops, and arranged for public communication and events – using opportunities provided by the Health Care in Danger project and the “150 years of humanitarian action” initiative – to underscore the importance of ensuring the safe delivery of medical/humanitarian aid.

Where the lack of resources and attacks against patients and medical personnel and facilities reduced access to health care, the ICRC scaled up its medical activities, as in the CAR, Somalia and South Sudan, to help local health workers and National Societies address growing medical needs. Victims of abuses, including sexual violence, and other vulnerable people availed themselves of care at primary health care centres run by local authorities or National Societies with support in the form of funds, supplies, training and infrastructure improvements. Mobile clinics addressed the health needs of people in areas where health structures were non-existent, or closed because of insecurity, as in the CAR and Somalia. Support was provided to 34 fixed and mobile Somali Red Crescent clinics in Somalia and to a stabilization centre for malnourished children in Kismayo, notably to fill gaps left by the departure of other humanitarian agencies. Health authorities in Harare, Zimbabwe, strengthened their capacities to run 12 polyclinics independently, allowing the ICRC to withdraw its support by year-end. Immunization activities conducted in several countries, including Mali and Niger, helped prevent the spread of disease. Dialogue with the Mouvement des Forces Démocratiques de Casamance (MFDC) paved the way for State health workers, accompanied by National Society/ICRC teams, to conduct vaccination campaigns in the Casamance region in Senegal. An ICRC review provided guidance for improving existing services for victims of sexual violence in the DRC; assessments helped define future action in this field, for example in the CAR and Mali.

People wounded in clashes received first aid from National Society teams, who also facilitated their evacuation to hospitals and helped manage human remains. ICRC medical/surgical teams backed up the casualty care chain in the CAR, Chad, the DRC, Mali, Nigeria, Rwanda and South Sudan, where up to four teams worked simultaneously in order to treat the wounded from all sides. Hospitals were better able to cope with mass-casualty influxes, thanks to supply deliveries and upgraded facilities. Patients needing physiotherapy were referred to ICRC-supported physical rehabilitation centres, as in Burundi, Chad, the DRC, Ethiopia, Guinea-Bissau, Niger, South Sudan and Sudan. An ICRC-supported centre in south-western Algeria served Sahrawi amputees and other disabled people.

Vulnerable communities, including where climate shocks exacerbated the effects of conflict, benefited from emergency provisions of food, water and other essentials. Across Africa, over 2.1 million displaced or destitute people, including over 800,000 in Mali, received food supplies, often accompanied by hygiene/household items. In areas with functioning markets in Nigeria and Somalia, families exchanged cash or vouchers for food or other items. Where fighting had damaged water systems, as in the CAR and the DRC, the ICRC worked with the local authorities to restore access to water, including by trucking in water, installing/repairing water points and providing water treatment chemicals. In Mali, it provided fuel to enable water supply/treatment stations serving three towns to remain operational. It built latrines in areas hosting IDPs to help prevent the spread of water-borne diseases. Over 3.9 million people benefited from such activities, enhancing their access to water and mitigating health risks.

Although insecurity prevented many communities from resuming their livelihood activities, whenever possible, early-recovery initiatives helped people build their resilience to the effects of conflict/violence. Farmers, including in Côte d’Ivoire, Eritrea, Mali and Niger resumed/improved production using ICRC-supplied seed, sometimes distributed with food to tide them over until the next harvest. Pastoralists, as in the Casamance region in Senegal, Somalia, South Sudan and Sudan, maintained their herds’ health with the help of livestock treatment/vaccination campaigns conducted by trained/equipped local veterinary workers. Some in Mali and Niger sold weaker animals at competitive prices to the ICRC, which donated the meat to vulnerable families. Struggling households, including in Côte d’Ivoire and Ethiopia, often led by women, started small-scale businesses with the help of cash grants and training. Others supplemented their earnings by participating in projects to improve irrigation systems or other community infrastructure in exchange for cash. Such projects allowed Kenyan communities previously involved in disputes to work together building shared facilities.

Whenever possible, assistance activities were designed to mitigate civilians’ vulnerability to risks. For example, residents in Uganda’s Karamoja region no longer needed to fetch water in unsafe areas after water points were installed close to villages. In the CAR and Sudan, farmers provided with carts were able to transport crops faster, thus lessening their exposure to risk while travelling. Communities in Libya, Western Sahara and Zimbabwe where mines/explosive remnants of war continued to pose threats learnt safety measures during National Society-facilitated courses, while the authorities were helped to address weapon contamination. For example, Zimbabwe mine-action experts drew on ICRC advice to develop national mine-action standards in line with internationally recognized standards.

Separated family members restored contact with their relatives through National Society/ICRC-run family-links services. Phone services enabled IDPs and refugees to re-establish contact with their relatives more efficiently. When appropriate, children were reunited with relatives. Those formerly associated with weapon bearers were prepared for reintegration into family/community life through community-based initiatives, as in the DRC. In Angola, the ICRC helped migrants awaiting deportation to contact their families and discussed their concerns with the relevant authorities.

The ICRC backed government and community-led initiatives to respond to the needs of people seeking news of relatives unaccounted for. For example, the Ivorian authorities launched a campaign to exhume and identify the remains of people who died in relation to the 2011 conflict, aided by forensic personnel who had received technical and material support. In Libya, the authorities conducted a post-mortem examination of 22 sets of remains allegedly recovered in Bani Walid, with the ICRC present as a neutral observer. The relatives of missing persons in northern Uganda coped with their distress with the help of a project implemented with local NGOs.

At the authorities' request, the ICRC also acted as a neutral intermediary/observer in the release, repatriation or safe transfer of people deprived of their freedom. This was the case, for example, in the release of mine-clearance workers by the MFDC, the repatriation of five POWs from Sudan to South Sudan, and the handover to the South Sudanese authorities of 36 armed group members detained in the CAR.

By visiting detainees in 34 countries in accordance with ICRC standard procedures, delegates helped ensure that the detainees' treatment and living conditions met IHL and/or other internationally recognized standards. With the authorities' consent, the ICRC began visiting people held, for example, in Nigeria and Swaziland, and resumed its visits to detainees in Ethiopian federal prisons. It also checked on the welfare of over 1,000 former fighters who had crossed from the DRC into Uganda. Meanwhile, it pursued its efforts to (re)gain access to all other detainees falling within its mandate.

During these visits, careful attention was paid to the situation of security detainees, women, minors, foreigners and those with illnesses. The ICRC shared its findings confidentially with the authorities concerned, encouraging them, when necessary and notably by sharing its expertise, to heighten respect for judicial guarantees and develop detention policies in accordance with applicable norms. Malagasy penitentiary officials were thus prompted to review detainees' case files, resulting in the release of 95 inmates. The Zimbabwe prison authorities released 100 mentally ill detainees to their families. The Burundian authorities introduced a prohibition against detaining minors under the age of 15, while the Rwandan correctional service began drafting standard detention procedures. The African Union adopted a set of guidelines to ensure the humane treatment of persons detained by its Regional Task Force.

In parallel, the ICRC encouraged the authorities' efforts to improve prison conditions, offering assistance to renovate infrastructure, improve hygiene or facilitate medical treatment. For instance, it helped national health ministries and penitentiary authorities strengthen their cooperation on enhancing detainees' access to health services. In order to curb malnutrition, detainees had their nutritional status monitored and received nutritional supplements, including in Chad, the DRC, Guinea, Madagascar and Mauritania. Pilot projects, notably to improve infrastructure in selected prisons – for example, in Gabon, Liberia and Tunisia – helped the authorities build their capacities to implement similar projects in other prisons in the future.

Long-term initiatives were taken to enhance respect for IHL. Government representatives benefited from training and technical support to advance the ratification of IHL instruments and to enact implementing legislation, while the ICRC continued to collect relevant information to update its customary IHL database. The African Union and other regional bodies worked with the ICRC to integrate IHL into their policies and promote IHL-related instruments, including the Arms Trade Treaty, which was signed by 19 African countries. Military, security and police forces worked to integrate IHL/international human rights law into their training, doctrine and operations.

# ALGERIA



The ICRC has been working in Algeria, with some interruptions, since the 1954–62 Algerian war of independence. Aside from visiting people held in places of detention run by the Ministry of Justice and people remanded in police stations and gendarmeries, it supports the authorities in strengthening national legislation with regard to people deprived of their freedom and promotes IHL. The ICRC supports the Algerian Red Crescent in its reform process and works in partnership to restore links between separated family members.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ during high-level meetings in Algeria and Switzerland, Algeria's Justice Minister and the ICRC's president discussed the country's long-term commitments on IHL implementation and the ICRC's work for detainees
- ▶ detainees held by the Justice Ministry or the police/gendarmerie, including for security reasons, were visited by the ICRC, which reported its findings on treatment and living conditions confidentially to the authorities
- ▶ families separated by armed conflict, detention, migration and other circumstances contacted their relatives through video/telephone calls and RCMs made available by the Algerian Red Crescent and the ICRC's family-links services
- ▶ people in need of urgent assistance in southern Algeria, particularly Malian refugees, met their needs solely through State services or the National Society, which had strengthened its emergency response capacity with ICRC help
- ▶ the authorities gave the ICRC their approval to open a joint office with the National Society in southern Algeria, paving the way for an enhanced Movement response to the needs of vulnerable people there

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	3
RCMs distributed	33
Phone calls facilitated between family members	19
People located (tracing cases closed positively)	17
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	18,191
Detainees visited and monitored individually	411
Number of visits carried out	35
Number of places of detention visited	29
<b>Restoring family links</b>	
RCMs collected	35
RCMs distributed	14
Phone calls made to families to inform them of the whereabouts of a detained relative	210

## EXPENDITURE (in KCHF)

Protection	1,340
Assistance	-
Prevention	747
Cooperation with National Societies	299
General	-
	<b>2,386</b>
	<i>of which: Overheads 146</i>

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>103%</b>
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## PERSONNEL

Mobile staff	7
Resident staff (daily workers not included)	10

# BURUNDI



ICRC delegation ICRC-supported prosthetic/orthotic centre

The ICRC has been present in Burundi since 1962, opening its delegation there in 1992 to help people overcome the worst consequences of armed conflict. ICRC assistance activities focus mainly on working with the prison authorities to ensure that detainees are treated according to internationally recognized standards. The ICRC reinforces physical rehabilitation services, helps bolster the Burundi Red Cross's work, notably its efforts to restore links between separated family members, including refugees, and supports the armed forces' efforts to train their members in IHL.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ encouraged by the ICRC, the authorities in some places of temporary detention introduced measures to improve detainees' treatment, such as a prohibition against detaining minors under the age of 15
- ▶ over 2,700 patients were treated at the Saint Kizito physical rehabilitation centre, which assumed full responsibility for procuring the equipment and supplies needed for its prosthetic/orthotic and physiotherapy services
- ▶ delays in the country's transitional justice process and the cancellation of plans to provide forensic support for exhumations at the Kivyuka gravesite impeded efforts to assess and respond to the needs of the families of the missing
- ▶ Burundi fostered long-term compliance with IHL by signing the Arms Trade Treaty and by acceding to the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
- ▶ the Burundi Red Cross strengthened its capacities in the areas of emergency preparedness and restoring family links, which enabled it to respond effectively to a cholera outbreak and to the needs of deported refugees

## EXPENDITURE (in KCHF)

Protection	1,894
Assistance	2,177
Prevention	403
Cooperation with National Societies	443
General	-
<b>Total</b>	<b>4,916</b>

of which: Overheads 300

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>94%</b>
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## PERSONNEL

Mobile staff	13
Resident staff (daily workers not included)	57

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	1,571
RCMs distributed	1,217
Phone calls facilitated between family members	222
People located (tracing cases closed positively)	80
People reunited with their families	9
of whom unaccompanied minors/separated children	4
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	8,220
Detainees visited and monitored individually	373
Number of visits carried out	108
Number of places of detention visited	24
<b>Restoring family links</b>	
RCMs collected	38
RCMs distributed	39

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Essential household items	Beneficiaries	3
<b>WOUNDED AND SICK</b>		
<b>Physical rehabilitation</b>		
Centres supported	Structures	1 1
Patients receiving services	Patients	2,000 2,787

# CENTRAL AFRICAN REPUBLIC



+ ICRC delegation   
 + ICRC sub-delegation   
 + ICRC office / presence

The ICRC opened a delegation in the Central African Republic in 2007 in the context of the non-international armed conflict in the north, but has conducted activities in the country since 1983. It seeks to protect and assist people affected by armed conflict/other situations of violence, providing relief, medical and surgical care and psychological support, helping people restore their livelihoods, and rehabilitating water/sanitation facilities. It visits detainees, restores links between relatives separated by conflict/other situations of violence, promotes IHL among the authorities, armed forces, armed groups and civil society, and supports the development of the Central African Red Cross Society.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ amid reports of abuse and insecurity, confidential reminders and public communication called on all parties to meet their obligations to respect and protect civilians and the wounded and sick
- ▶ while the Central African Red Cross Society/ICRC's priorities shifted to emergency response, some security and logistical constraints initially hampered their work and thus their response to emergency needs
- ▶ casualties received life-saving care from National Society volunteers and ICRC-supported health facilities, which benefited from assistance by a surgical team
- ▶ people in violence-affected areas of Nana-Grébizi prefecture – mainly women and children – accessed health care at ICRC-supported mobile clinics
- ▶ IDPs and residents met their immediate needs through emergency relief and regular water supply, while livelihood support initiatives and rehabilitation of water sources for their early recovery were undertaken whenever possible
- ▶ while access to all detainees under the ICRC's purview had yet to become systematic, those who were visited benefited from ICRC support for the prison authorities in overcoming food shortages and improving living conditions

EXPENDITURE (in KCHF)	
Protection	2,393
Assistance	13,029
Prevention	1,536
Cooperation with National Societies	1,326
General	-
<b>Total</b>	<b>18,284</b>
	<i>of which: Overheads 1,116</i>

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>128%</b>

PERSONNEL	
Mobile staff	32
Resident staff (daily workers not included)	187

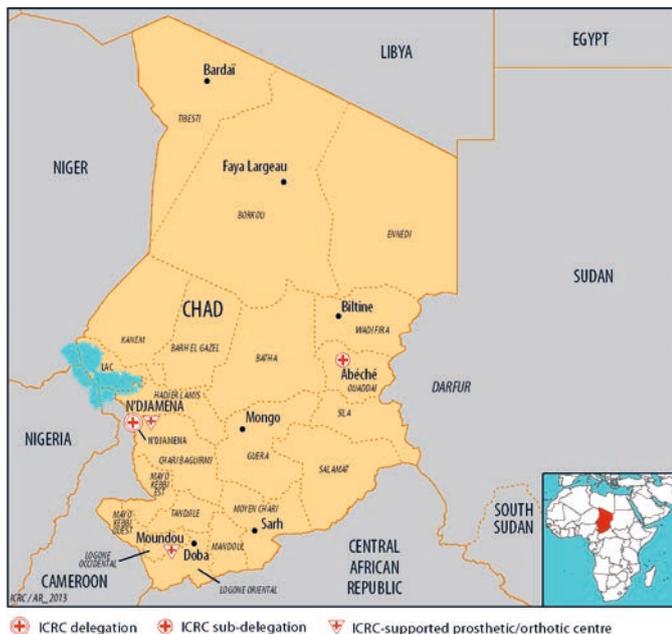
## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	429
RCMs distributed	249
People located (tracing cases closed positively)	39
People reunited with their families	57
of whom unaccompanied minors/separated children	57
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	617
Detainees visited and monitored individually	122
Number of visits carried out	35
Number of places of detention visited	13
<b>Restoring family links</b>	
RCMs collected	1
RCMs distributed	3

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	62,500 / 83,621
Essential household items	Beneficiaries	13,000 / 74,843
Productive inputs	Beneficiaries	98,400 / 55,758
Cash	Beneficiaries	1,250
Work, services and training	Beneficiaries	2,570
Water and habitat activities	Beneficiaries	59,000 / 548,477
<b>Health</b>		
Health centres supported	Structures	8
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	11

# CHAD



The ICRC has operated in Chad since 1978. With armed conflict in Chad subsiding, the ICRC has scaled back its emergency activities to focus mainly on visiting detainees and restoring links between separated family members, most of whom are refugees from neighbouring countries. It continues supporting rehabilitation services for amputees countrywide, while pursuing longstanding programmes to promote IHL among the authorities, armed forces and civil society. The ICRC supports the Red Cross of Chad.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ weapon-wounded returnees and refugees from Darfur, Sudan, received first aid from Red Cross of Chad teams and more advanced care from an ICRC surgical team based at the Abéché regional hospital
- ▶ ICRC support for the Abéché hospital ended, but despite various measures – such as war-surgery training for 2 doctors belatedly assigned to the hospital – the sustainability of the hospital's services could not be guaranteed
- ▶ malnourished detainees relied on emergency provisions as the authorities took steps to resolve food-supply issues and pursued broad judicial/penitentiary reform, which progressed slowly
- ▶ over 1,000 soldiers/officers deployed to the Central African Republic (hereafter CAR) and Mali, and Chadian members of the CAR/Chadian/Sudanese tripartite force, began, in July, to attend ICRC briefings on IHL
- ▶ dispersed family members from the CAR and Sudan, especially separated children, restored/maintained contact through Movement family-links services, with some of them rejoining their relatives in Chad or abroad

EXPENDITURE (in KCHF)	
Protection	2,823
Assistance	4,698
Prevention	1,515
Cooperation with National Societies	1,115
General	-
	<b>10,151</b>
	<i>of which: Overheads 620</i>
IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>92%</b>
PERSONNEL	
Mobile staff	20
Resident staff (daily workers not included)	98

## YEARLY RESULT

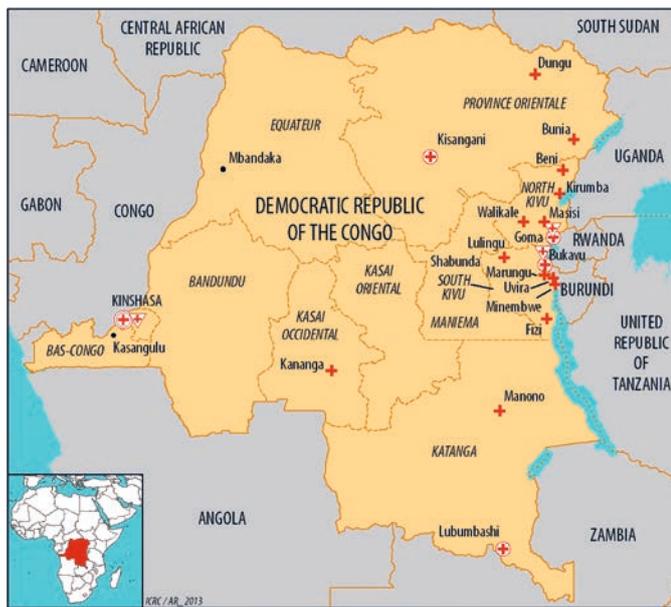
Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	1,565
RCMs distributed	1,148
Phone calls facilitated between family members	379
People located (tracing cases closed positively)	27
People reunited with their families	4
of whom unaccompanied minors/separated children	4
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	3,593
Detainees visited and monitored individually	148
Number of visits carried out	36
Number of places of detention visited	8
Restoring family links	
RCMs collected	410
RCMs distributed	207
Phone calls made to families to inform them of the whereabouts of a detained relative	368

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Essential household items	Beneficiaries	10,420
Water and habitat activities	Beneficiaries	120
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures	1 6
Water and habitat		
Water and habitat activities	Number of beds	850
Physical rehabilitation		
Centres supported	Structures	2 2
Patients receiving services	Patients	4,000 4,501

# CONGO, DEMOCRATIC REPUBLIC OF THE



+ ICRC delegation    + ICRC sub-delegation    + ICRC office/presence  
+ ICRC-supported prosthetic/orthotic centre

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the armed/security forces, the UN Stabilization Mission in the Democratic Republic of the Congo (hereafter DRC) and armed groups were reminded of the protection afforded to civilians by IHL and other applicable law
- ▶ following armed fighting, weapon-wounded and injured people were given first-level care by first-responders from the Red Cross Society of the DRC and, later, treatment by 2 ICRC surgical teams in Bukavu and Goma
- ▶ 1,277 separated children, including 511 demobilized children, rejoined their families in the DRC or abroad, with most of them also receiving community and National Society/ICRC support for their social reintegration
- ▶ as the humanitarian situation deteriorated and displacement recurred, IDPs/returnees benefited, security/logistical constraints permitting, from DRC Red Cross/ICRC emergency relief and repairs to damaged water infrastructure
- ▶ detainees visited by delegates saw immediate gains owing to direct ICRC nutritional support and work with authorities to improve conditions/access to health care, leading to the appointment of health staff to prisons, for instance
- ▶ high-level meetings and media events during the ICRC president's visit increased awareness among the authorities, influential civil society members and the public of the plight of DRC conflict victims and the Movement's work

EXPENDITURE (in KCHF)	
Protection	14,804
Assistance	42,611
Prevention	5,420
Cooperation with National Societies	1,897
General	-
<b>Total</b>	<b>64,732</b>
	<i>of which: Overheads 3,831</i>

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>94%</b>

PERSONNEL	
Mobile staff	102
Resident staff (daily workers not included)	756

Having worked in the country since 1960, the ICRC opened a permanent delegation in Zaire, now the Democratic Republic of the Congo, in 1978. It meets the emergency needs of conflict-affected IDPs and residents, assists them in becoming self-sufficient and helps ensure that the wounded and sick receive adequate medical/surgical care, including psychological support. It visits detainees, helps restore contact between separated relatives, reunites children with their families and supports the Red Cross Society of the Democratic Republic of the Congo's development. It also promotes knowledge of and respect for IHL and international human rights law among the authorities.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	44,350
RCMs distributed	37,839
Phone calls facilitated between family members	61
People located (tracing cases closed positively)	405
People reunited with their families	1,310
of whom unaccompanied minors/separated children	1,277
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	18,738
Detainees visited and monitored individually	2,427
Number of visits carried out	288
Number of places of detention visited	76
<b>Restoring family links</b>	
RCMs collected	2,509
RCMs distributed	2,095
Phone calls made to families to inform them of the whereabouts of a detained relative	97

ASSISTANCE	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>			
Food commodities	Beneficiaries	130,000	253,295
Essential household items	Beneficiaries	180,000	223,774
Productive inputs	Beneficiaries	176,250	186,613
Cash	Beneficiaries		2,336
Vouchers	Beneficiaries	12,500	15,600
Work, services and training	Beneficiaries	25,000	32,859
Water and habitat activities	Beneficiaries	450,000	1,031,671
<b>Health</b>			
Health centres supported	Structures	16	9
<b>WOUNDED AND SICK</b>			
<b>Hospitals</b>			
Hospitals supported	Structures	9	14
<b>Water and habitat</b>			
Water and habitat activities	Number of beds		2,942
<b>Physical rehabilitation</b>			
Centres supported	Structures	3	3
Patients receiving services	Patients	700	873
Comments			
Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.			

# ERITREA



The ICRC opened a delegation in Eritrea in 1998 in the context of the international armed conflict between Eritrea and Ethiopia and continues to respond to the needs remaining from that two-year war. Its priorities are to help improve the resilience of the population concerned and to ensure compliance with IHL with regard to any persons still protected by the Third and Fourth Geneva Conventions. The ICRC supports the “Red Cross Society of Eritrea”.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ vulnerable communities increased their economic security through livelihood-support initiatives implemented in border regions – including, for the first time since 2004, Northern Red Sea – despite travel and import restrictions
- ▶ border communities in Debub, Gash Barka and Southern Red Sea accessed clean water from solar-powered water supply systems installed/repared in cooperation with local water authorities
- ▶ vulnerable Ethiopians benefited from ICRC assistance to contact their relatives and cover the costs of repatriation, resident permits and medical care, and/or other needs
- ▶ the ICRC remained without access to people detained in Eritrea, with government-imposed restrictions limiting its humanitarian efforts, notably, to monitor the welfare of vulnerable people and help them restore family links

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	913
RCMs distributed	2,479
People located (tracing cases closed positively)	13

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Essential household items	Beneficiaries 10,000	5,971
Productive inputs	Beneficiaries 141,500	371,235
Cash	Beneficiaries 4,800	13,311
Work, services and training	Beneficiaries 25,000	
Water and habitat activities	Beneficiaries 15,000	40,159

## EXPENDITURE (in KCHF)

Protection	768
Assistance	1,897
Prevention	283
Cooperation with National Societies	29
General	-

**2,978**

of which: Overheads 182

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>96%</b>
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## PERSONNEL

Mobile staff	4
Resident staff (daily workers not included)	37

# ETHIOPIA



+ ICRC delegation    + ICRC sub-delegation    + ICRC office  
 \* ICRC-supported prosthetic/orthotic centre  
 \* The ICRC delegation to the African Union is also in Addis Ababa

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ detainees in regionally run prisons in Afar, Amhara, Harari, Oromia and Tigray received ICRC visits and, for the first time since 2005, so did detainees in all federally run prisons
- ▶ conflict-displaced people and Ethiopian returnees from Saudi Arabia, including unaccompanied minors, re-established contact with their relatives through phone services provided by the Ethiopian Red Cross Society/ICRC
- ▶ vulnerable residents and refugees had better access to water and more hygienic conditions following efforts by the local water authorities and the ICRC to build/repair water and sanitation infrastructure
- ▶ thousands of physically disabled people, many of whom had been injured during armed conflicts or episodes of violence, received free rehabilitation services at seven ICRC-supported physical rehabilitation centres
- ▶ the ICRC remained without access to conflict-affected people, including detainees, in the Somali Regional State and to people held by the Federal Police Crime Investigation Sector

## EXPENDITURE (in KCHF)

Protection	3,731
Assistance	8,975
Prevention	2,214
Cooperation with National Societies	710
General	-

**15,629**

of which: Overheads 954

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>90%</b>
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## PERSONNEL

Mobile staff	34
Resident staff (daily workers not included)	167

Continuously present in Ethiopia since 1977, the ICRC prioritizes protecting and assisting people detained, displaced or otherwise affected by the 1998–2000 international armed conflict with Eritrea or by other armed conflicts. It helps to preserve the livelihoods of conflict-affected communities, which also often grapple with natural disaster, and supports physical rehabilitation services. It visits detainees and restores family links, particularly for relatives separated by the closed Ethiopia-Eritrea border, ensuring compliance with IHL with regard to any persons still protected by the Third and Fourth Geneva Conventions. It supports the Ethiopian Red Cross Society.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	3,061
RCMs distributed	3,191
Phone calls facilitated between family members	39,496
People located (tracing cases closed positively)	60
People reunited with their families	3
of whom unaccompanied minors/separated children	2
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	30,619
Detainees visited and monitored individually	232
Number of visits carried out	29
Number of places of detention visited	25
<b>Restoring family links</b>	
RCMs collected	238
RCMs distributed	33
Phone calls made to families to inform them of the whereabouts of a detained relative	17

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Essential household items	Beneficiaries 10,000	46,399
Productive inputs	Beneficiaries 5,000	4,675
Cash	Beneficiaries 2,125	942
Water and habitat activities	Beneficiaries 100,000	230,000
<b>WOUNDED AND SICK</b>		
<b>Physical rehabilitation</b>		
Centres supported	Structures 7	7
Patients receiving services	Patients 5,000	7,718

The ICRC's delegation to the African Union (AU) aims to achieve better understanding and wider acceptance of the ICRC within the AU Commission and other AU bodies. In its capacity as official observer to the AU, it works with member States to draw attention to problems requiring humanitarian action, to promote greater recognition and much wider implementation of IHL throughout Africa and to raise awareness of the ICRC's role and activities. It endeavours to build strong relations with AU-accredited intergovernmental organizations, NGOs and UN agencies.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the African Union (AU) adopted a set of standard procedures to ensure the humane treatment of persons detained by its Regional Task Force, while developing other normative frameworks for its peace-support missions
- ▶ the AU Commission and the ICRC provided member States with technical advice on incorporating provisions of the African Union Convention on IDPs in domestic legislation, following the treaty's entry into force in 2012
- ▶ representatives of member States endorsed a plan of action for tackling the obstacles to meeting clearance deadlines set by the Mine Ban Convention and the Convention on Cluster Munitions
- ▶ following a meeting between the Peace and Security Council and the ICRC president, the AU called on parties to armed conflicts to fulfil their obligations under IHL, encouraging States to support the ICRC's humanitarian work

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

HIGH

## EXPENDITURE (in KCHF)

See Ethiopia

## IMPLEMENTATION RATE

See Ethiopia

## PERSONNEL

See Ethiopia

# GUINEA

COVERING: Guinea, Sierra Leone



ICRC delegation ICRC sub-delegation ICRC office

\* Sierra Leone is covered by the ICRC delegation in Guinea

The ICRC has worked in Guinea since 1970, opening its delegation in 2001. It seeks to protect violence-affected people, restore links between separated relatives, help enhance the capacity of the health system and improve water supply. It visits detainees and advises the authorities and civil society. Since 2009, the delegation oversees the ICRC's cooperation and prevention activities in Sierra Leone. The ICRC works with each National Society to help it strengthen its capacities, including to respond to emergencies and to promote the Movement.

## KEY RESULTS/CONSTRAINTS

In 2013:

- ▶ people allegedly responsible for abuses perpetrated during violent protests in Guinea raised their awareness of humanitarian principles, with fewer casualties reported during demonstrations in the latter half of the year
- ▶ people wounded during protests in Conakry and ethnic tensions in N'Zérékoré received first aid from ICRC-trained Red Cross Society of Guinea volunteers, who evacuated the severely injured to hospitals
- ▶ hospitals developed their capacity to cope with influxes of the wounded with the help of previously established contingency plans and staff trained in war-surgery techniques, allowing the ICRC to withdraw its support at year's end
- ▶ the Red Cross Society of Guinea developed a first-aid education programme for the public, prompting the Ministry of Health, through an official act, to recognize it as the reference institution for first aid in the country
- ▶ while prison health staff remained in short supply, malnutrition rates in prisons in Guinea's interior decreased for the first time in years, following penitentiary authorities' efforts to improve prison food services
- ▶ urban and rural water authorities provided clean water for over 84,000 Guineans by upgrading/maintaining water infrastructure with ICRC support

### EXPENDITURE (in KCHF)

Protection	1,827
Assistance	3,044
Prevention	1,272
Cooperation with National Societies	996
General	-

**7,139**

of which: Overheads 436

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>101%</b>
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### PERSONNEL

Mobile staff	16
Resident staff (daily workers not included)	92

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	127
RCMs distributed	164
Phone calls facilitated between family members	105
People located (tracing cases closed positively)	11
People reunited with their families	1
of whom unaccompanied minors/separated children	1
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	3,500
Detainees visited and monitored individually	126
Number of visits carried out	204
Number of places of detention visited	55
<b>Restoring family links</b>	
RCMs collected	290
RCMs distributed	66
Phone calls made to families to inform them of the whereabouts of a detained relative	84

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Essential household items	Beneficiaries	900
Water and habitat activities	Beneficiaries	65,000
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	6
		6

# LIBERIA



ICRC delegation ICRC sub-delegation

The ICRC has worked in Liberia since 1970, opening its delegation in 1990. Following intense fighting early in 2003 and the subsequent signing of a peace agreement, the ICRC stepped up its operations. Since 2005, it has focused on protecting and assisting returnees (former IDPs and refugees) and residents, the wounded and sick, detainees, and children separated from their families, winding down these activities as the situation has become more stable. The ICRC supports the Liberia National Red Cross Society and runs programmes to promote IHL among armed forces present in the country.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ in eastern Liberia and in Monrovia, some Ivorian refugees, their hosts and others had a reliable supply of safe water because of communities' efforts to help upgrade water/sanitation infrastructure and promote its proper use
- ▶ nearly 80 Ivorian children, including 20 whose relatives or legal guardians had been found through a cross-border photo tracing campaign, rejoined their families through ICRC/National Society family-links services
- ▶ the Liberia National Red Cross Society gradually stepped up its humanitarian activities, as the ICRC scaled down its operations in Liberia, owing to the steady departure of Ivorian refugees and the changing humanitarian environment
- ▶ detainees at the Monrovia Central Prison benefited from enhanced disease monitoring and control, after the ICRC had helped link the prison health system with national AIDS and TB programmes
- ▶ Liberian authorities, with ICRC help, took steps – notably by creating a national IHL committee – to ensure their capacity to implement IHL treaties that Liberia had already signed, the Arms Trade Treaty being the most recent

### EXPENDITURE (in KCHF)

Protection	1,141
Assistance	1,444
Prevention	1,136
Cooperation with National Societies	1,499
General	-

**5,220**

of which: Overheads 319

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>89%</b>
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### PERSONNEL

Mobile staff	10
Resident staff (daily workers not included)	82

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	235
RCMs distributed	417
Phone calls facilitated between family members	367
People located (tracing cases closed positively)	28
People reunited with their families	88
of whom unaccompanied minors/separated children	76
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	2,101
Detainees visited and monitored individually	32
Number of visits carried out	74
Number of places of detention visited	22
<b>Restoring family links</b>	
RCMs collected	63
RCMs distributed	30
Phone calls made to families to inform them of the whereabouts of a detained relative	41

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Water and habitat activities	Beneficiaries 50,000	57,215



ICRC/AR, 2013  
 + ICRC delegation    + ICRC sub-delegation    + ICRC office/presence  
 + ICRC-supported prosthetic/orthotic centre

The ICRC opened a delegation in Libya in 2011 after social unrest escalated into armed conflict. It visits people deprived of their freedom and seeks to clarify the fate of missing persons and to address their families' needs. While supporting the Libyan Red Crescent in developing its capacities, the ICRC works alongside it to respond to the emergency needs of violence-affected people in terms of medical care, emergency relief, essential services and family contact. It also promotes IHL and humanitarian principles, by raising these rules with the authorities and providing expertise on their integration into the army/security forces' curricula.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the deteriorating security situation often impeded or curtailed operations, limiting the ICRC's capacity to protect and assist people affected by the ongoing violence and the consequences of the 2011 armed conflict
- ▶ broader contacts with Libya's new administration, armed forces, revolutionary brigades, and political and traditional/religious leaders contributed to fostering respect for humanitarian principles and acceptance for ICRC action
- ▶ detainees visited by delegates saw some improvements in their living conditions, brought about by direct ICRC support and work, while dialogue with the authorities on broader reforms began to take shape slowly
- ▶ vulnerable violence-affected people, including new IDPs, met their needs thanks to National Society/ICRC relief assistance and, where the security situation permitted, the rehabilitation of water/sanitation facilities
- ▶ over 140 doctors/surgeons upgraded their trauma-management/war-surgery skills at courses/seminars organized by the Health Ministry and the ICRC, thus increasing national capacities
- ▶ over 30 military officers started teaching IHL to fellow officers from throughout Libya after attending IHL training and train-the-trainer courses organized by the Defence Ministry and the ICRC

EXPENDITURE (in KCHF)	
Protection	3,907
Assistance	4,756
Prevention	4,003
Cooperation with National Societies	1,024
General	-
	<b>13,690</b>

of which: Overheads 836

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>89%</b>

PERSONNEL	
Mobile staff	33
Resident staff (daily workers not included)	131

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	15
RCMs distributed	84
Phone calls facilitated between family members	2,989
People located (tracing cases closed positively)	113
People reunited with their families	1
of whom unaccompanied minors/separated children	1
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	13,622
Detainees visited and monitored individually	280
Number of visits carried out	81
Number of places of detention visited	41
<b>Restoring family links</b>	
RCMs collected	88
RCMs distributed	19
Phone calls made to families to inform them of the whereabouts of a detained relative	35

ASSISTANCE	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>			
Food commodities	Beneficiaries	30,000	136,636
Essential household items	Beneficiaries	35,000	43,499
Water and habitat activities	Beneficiaries	425,000	59,770
<b>Health</b>			
Health centres supported	Structures		1
<b>WOUNDED AND SICK</b>			
<b>Hospitals</b>			
Hospitals supported	Structures		5
<b>Physical rehabilitation</b>			
Centres supported	Structures		1

# MALI

ICRC operations in Mali are budgeted under the Niamey regional delegation



Continually present in the region since 1982, the ICRC opened a delegation in Mali in 2013 in response to the consequences of fighting between government forces and armed groups and of other situations of violence in Mali. It seeks to protect and assist conflict/violence-affected people who also often struggle with adverse climatic conditions, and visits detainees, providing them with aid where necessary. It promotes IHL among armed and security forces and other armed groups and encourages its implementation by the authorities of the country. It works closely with the Mali Red Cross and helps it develop its operational capacities.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the Malian authorities, Malian/French/international troops and armed groups were reminded of their obligations to people not or no longer participating in the fighting, in conformity with domestic law and IHL
- ▶ amidst security constraints, 93,000 families affected by conflict and 40,200 farming/pastoral households affected by the hunger gap period met their urgent needs with one-month and four-month food rations, respectively
- ▶ farmers and herders rebuilt their livelihoods with help from pertinent State services and the Mali Red Cross/ICRC, thereby enhancing their economic status and building their resilience to violence and harsh climatic conditions
- ▶ weapon-wounded patients recovered with medical care at the Gao regional hospital, which was able to operate uninterrupted because of support from an ICRC team of six medical specialists and financial incentives for hospital staff
- ▶ people in urban and rural areas of Gao, Kidal and Tombouctou regions had enough water, including for their crops/livestock, thanks to upgrades to water points along herding routes/near farms and support to water companies
- ▶ owing to a formal agreement signed with the Malian government, detainees, including those being held in relation to the armed conflict, received ICRC visits and direct assistance, which helped improve their living conditions

### EXPENDITURE (in KCHF)

See Niamey (regional)

### IMPLEMENTATION RATE

See Niamey (regional)

### PERSONNEL

See Niamey (regional)

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	270
RCMs distributed	210
Phone calls facilitated between family members	1,946
People located (tracing cases closed positively)	146
People reunited with their families	21
of whom unaccompanied minors/separated children	21
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	3,515
Detainees visited and monitored individually	606
Number of visits carried out	108
Number of places of detention visited	22
<b>Restoring family links</b>	
RCMs collected	93
RCMs distributed	38
Phone calls made to families to inform them of the whereabouts of a detained relative	173

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries 420,000	811,534
Essential household items	Beneficiaries 78,000	89,054
Productive inputs	Beneficiaries 168,000	249,752
Cash	Beneficiaries	19,548
Work, services and training	Beneficiaries 226,800	596,722
Water and habitat activities	Beneficiaries 215,500	275,019
<b>Health</b>		
Health centres supported	Structures 2	10
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures 4	2

# MAURITANIA



ICRC delegation

The ICRC has worked in Mauritania since 1970, opening a delegation there in 2013. It visits detainees and helps improve their living conditions, particularly their access to health care. It offers them and other people in need, including refugees, family-links services. In a subsidiary role, it works to meet the basic needs of refugees who have fled conflict elsewhere in the region. It promotes IHL and humanitarian principles among the armed and security forces, authorities and civil society, and supports the development of the Mauritanian Red Crescent.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ detainees reduced risks to their health and safety following upgrades to prison water, sanitation and electrical systems and support to health care systems undertaken by the authorities and the ICRC
- ▶ detainees benefited from steps taken by the authorities, with ICRC help, to improve their treatment – for example, by increasing awareness of international norms on detention among National Guard units serving as prison guards
- ▶ Malian refugees in the M'bera camp and communities in the Bassikounou area benefited from the expanded capacity of the nearby health centre, as construction/renovation work was completed and installation of equipment began
- ▶ in Bassikounou town, people accessed enough water, including for their livestock, from infrastructure upgraded using ICRC resources meant for Malian refugees in the M'bera camp, as other actors had already covered needs there
- ▶ Mauritania's military/security forces, with technical advice from the ICRC, drafted a four-year action plan for training army, National Guard, *gendarmerie* and police units in IHL and international human rights law

## EXPENDITURE (in KCHF)

Protection	1,071
Assistance	2,907
Prevention	598
Cooperation with National Societies	294
General	-

**4,871**

of which: Overheads 297

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>84%</b>
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## PERSONNEL

Mobile staff	9
Resident staff (daily workers not included)	22

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	120
RCMs distributed	41
Phone calls facilitated between family members	27
People located (tracing cases closed positively)	32
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	1,523
Detainees visited and monitored individually	44
Number of visits carried out	51
Number of places of detention visited	23
Restoring family links	
RCMs collected	11
RCMs distributed	4
Phone calls made to families to inform them of the whereabouts of a detained relative	73

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Water and habitat activities	Beneficiaries	20,000
		6,067

# NIGERIA



+ ICRC delegation   
 + ICRC sub-delegation   
 + ICRC office/presence

Active in Nigeria during the Biafran war (1966–70), the ICRC established a delegation in Lagos in 1988, relocating to Abuja in 2003. It seeks to protect and assist conflict/violence-affected people, visits detainees, and works with the Nigerian Red Cross Society and health services to respond to emergencies, particularly in the centre and north of the country and the Niger Delta. It supports the National Society’s tracing and IHL promotion activities. Working with the authorities, the armed forces/police, civil society and the Economic Community of West African States, the ICRC promotes awareness of IHL and its implementation at national level.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ despite their progress in assisting vulnerable populations, Nigerian Red Cross Society and ICRC teams were unable to reach a number of communities in need, hampered by security-related restrictions
- ▶ inmates held in prisons run by the Ministry of the Interior and places of detention under the responsibility of the Nigeria Police Force began receiving visits from the ICRC
- ▶ wounded and sick people received timely care from community members, National Society volunteers and other first responders trained in first aid, and from local doctors trained and assisted by an ICRC surgical team
- ▶ households that had lost their main breadwinners met their nutritional requirements through a six-month food voucher programme launched in cooperation with two local widows’ associations and the National Society
- ▶ Nigeria became the first African country to sign the Arms Trade Treaty

### EXPENDITURE (in KCHF)

Protection	1,076
Assistance	6,435
Prevention	2,589
Cooperation with National Societies	1,038
General	-

**11,139**

*of which: Overheads 680*

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>92%</b>
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### PERSONNEL

Mobile staff	26
Resident staff (daily workers not included)	85

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	7
RCMs distributed	7
People located (tracing cases closed positively)	2
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	5,943
Detainees visited and monitored individually	58
Number of visits carried out	37
Number of places of detention visited	20

ASSISTANCE	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>			
Food commodities	Beneficiaries	14,000	12,865
Essential household items	Beneficiaries	14,000	38,666
Vouchers	Beneficiaries	17,500	1,799
Water and habitat activities	Beneficiaries	30,000	12,305
<b>WOUNDED AND SICK</b>			
<b>Hospitals</b>			
Hospitals supported	Structures	4	24

# RWANDA



Having worked in the country since 1960, the ICRC opened a delegation in Rwanda in 1990. It visits detainees held in central prisons and places of temporary detention such as police stations and military facilities, while supporting the authorities in improving detainees' living conditions. It helps reunite children and their families who were separated in relation to the genocide and its aftermath or the conflicts in the Democratic Republic of the Congo. The ICRC works with the authorities to incorporate IHL into domestic legislation. It supports the development of the Rwandan Red Cross.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ civilians and 176 wounded M23 members who fled to Rwanda following clashes in the Democratic Republic of the Congo received emergency medical care from the Rwandan Red Cross and an ICRC surgical team
- ▶ 117 unaccompanied minors reunited with their families thanks to family-links services provided by the Rwandan Red Cross/ICRC, which continued to monitor the cases of 264 such children at the end of the reporting period
- ▶ notably relying on ICRC support, the Rwanda Correctional Service began drafting standard detention procedures and management policies while progressing in the implementation of a plan to improve health services in prisons
- ▶ Rwanda mobilized regional support for the Arms Trade Treaty by hosting the Council of Ministers of the Regional Centre on Small Arms

## EXPENDITURE (in KCHF)

Protection	2,453
Assistance	1,850
Prevention	500
Cooperation with National Societies	622
General	-
	<b>5,425</b>

of which: Overheads 331

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>105%</b>
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## PERSONNEL

Mobile staff	10
Resident staff (daily workers not included)	74

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	4,003
RCMs distributed	2,473
Phone calls facilitated between family members	617
People located (tracing cases closed positively)	83
People reunited with their families	125
of whom unaccompanied minors/separated children	117
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	58,732
Detainees visited and monitored individually	391
Number of visits carried out	113
Number of places of detention visited	35
<b>Restoring family links</b>	
RCMs collected	484
RCMs distributed	162

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	52
Essential household items	Beneficiaries	840
Cash	Beneficiaries	5
Work, services and training	Beneficiaries	131
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	4

# SOMALIA



ICRC / AR 2013  
 + ICRC Somalia delegation is based in Nairobi    + ICRC-supported hospital    + ICRC office

The ICRC has maintained a presence in Somalia since 1982, basing its delegation in Nairobi, Kenya, since 1994. Working with the Somali Red Crescent Society to implement many of its activities, it focuses on providing emergency aid to people directly affected by armed conflict, runs an extensive first-aid, medical and basic health care programme and supports projects to help restore or improve livelihoods in communities weakened by crises. It visits detainees and endeavours to promote respect for IHL, particularly the protection of civilians and medical staff and infrastructure. It works closely with and supports the National Society.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ dialogue with all the parties to the conflict resulted in the resumption of activities in areas controlled by the Harakat al-Shabaab al-Mujahideen in southern and central Somalia
- ▶ the ICRC continued to support an average of 34 functioning Somali Red Crescent Society clinics in 2013, despite the restriction of assistance activities caused by security and access constraints in certain parts of Somalia
- ▶ wounded/sick people, including some 2,400 weapon-wounded, received treatment at ICRC-supported hospitals, including in Kismayo, where a new stabilization centre for malnourished children was opened
- ▶ detainees in Somaliland – in addition to people held in Baidoa, Belet Weyne, Mogadishu and Puntland – received ICRC visits for the first time, following an agreement with the authorities concerned
- ▶ vulnerable households, including some headed by women, attained a degree of self-sufficiency through ICRC-supported agricultural activities or small businesses
- ▶ conflict/flood-affected families met their basic needs through cash transfers and rations of food and household items, saving livelihood assets they would otherwise have exchanged for food

EXPENDITURE (in KCHF)	
Protection	2,409
Assistance	56,584
Prevention	3,558
Cooperation with National Societies	1,532
General	-
	<b>64,083</b>

of which: Overheads 3,876

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>97%</b>

PERSONNEL	
Mobile staff	29
Resident staff (daily workers not included)	67

## YEARLY RESULT

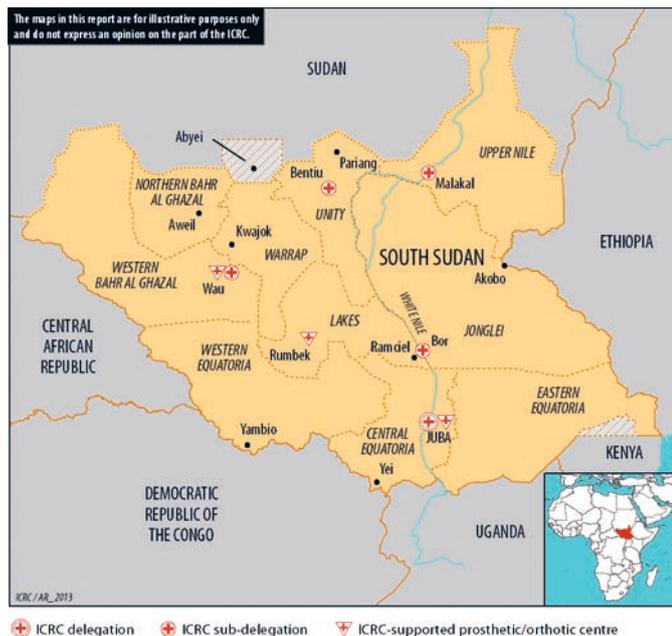
Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	11,837
RCMs distributed	9,757
Phone calls facilitated between family members	17,124
People located (tracing cases closed positively)	198
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	3,771
Detainees visited and monitored individually	157
Number of visits carried out	45
Number of places of detention visited	19
Restoring family links	
RCMs collected	72
RCMs distributed	5
Phone calls made to families to inform them of the whereabouts of a detained relative	182

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries	120,000 / 202,764
Essential household items	Beneficiaries	120,000 / 181,356
Productive inputs	Beneficiaries	372,000 / 1,570,542
Cash	Beneficiaries	3,000 / 61,380
Work, services and training	Beneficiaries	3,000 / 1,170
Water and habitat activities	Beneficiaries	550,720 / 374,836
<b>Health</b>		
Health centres supported	Structures	38 / 34
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	2 / 11
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	240

# SOUTH SUDAN



Present in Juba since 1980, the ICRC opened a delegation in newly independent South Sudan in mid-2011. It works to ensure that people affected by armed conflicts, including between South Sudan and Sudan, are protected in accordance with IHL, have access to medical/surgical care, physical rehabilitation and safe water, receive emergency relief and livelihood support, and can restore contact with relatives. It visits POWs and other detainees and seeks to increase knowledge of IHL among the authorities, armed forces and other weapon bearers. It works with and supports the South Sudan Red Cross Society.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ tens of thousands of IDPs, vulnerable residents and detainees met their immediate needs during upsurges of fighting, including the outbreak of clashes in Juba in December, with National Society/ICRC assistance
- ▶ thousands of casualties benefited from emergency care from up to 4 ICRC surgical teams at various medical facilities, often after receiving first aid from ICRC-trained South Sudan Red Cross volunteers
- ▶ security and logistical constraints slowed down the delivery of humanitarian assistance in violence-affected places or in isolated bush areas where people sought refuge
- ▶ 5 South Sudanese POWs were repatriated from Sudan, and, after being released by armed groups, 3 Sudanese women and 6 children returned to Sudan, and 13 South Sudanese men went home from Sudan, with ICRC support
- ▶ 5 POWs and over 3,000 people held in military facilities and in prisons under the authority of the National Prisons Service benefited from ICRC visits conducted according to the organization's standard procedures
- ▶ community leaders, armed groups and government forces familiarized themselves with IHL and humanitarian principles during dissemination sessions and meetings with ICRC delegates

EXPENDITURE (in KCHF)	
Protection	5,757
Assistance	39,789
Prevention	4,014
Cooperation with National Societies	4,167
General	-
	<b>53,726</b>

of which: Overheads 3,230

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>95%</b>

PERSONNEL	
Mobile staff	88
Resident staff (daily workers not included)	389

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	954
RCMs distributed	632
Phone calls facilitated between family members	1,642
People located (tracing cases closed positively)	83
People reunited with their families	34
of whom unaccompanied minors/separated children	23
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	3,254
Detainees visited and monitored individually	99
Number of visits carried out	55
Number of places of detention visited	16
<b>Restoring family links</b>	
RCMs collected	209
RCMs distributed	81
Phone calls made to families to inform them of the whereabouts of a detained relative	127

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	60,000
Essential household items	Beneficiaries	60,000
Productive inputs	Beneficiaries	132,000
Water and habitat activities	Beneficiaries	210,000
		147,412
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	1
		15
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	792
<b>Physical rehabilitation</b>		
Centres supported	Structures	3
		3
Patients receiving services	Patients	2,000
		1,960

# SUDAN



ICRC/AR\_2013  
 ICRC delegation ICRC sub-delegation ICRC office / presence  
 ICRC-supported prosthetic/orthotic centre

## KEY RESULTS/CONSTRAINTS

### In 2013:

- vulnerable communities in Darfur met their immediate needs with ICRC-supplied food and household supplies, supplemented by resilience-building activities such as seed distributions and livestock health services
- during violence in Jebel Amir, some 600 women, children and elderly people found refuge in a safe zone marked by flags bearing the ICRC logo and respected by weapon bearers on both sides after they were notified by the ICRC
- injured and sick people, including 1,440 weapon-wounded patients, received timely treatment in 21 hospitals and some health clinics across Sudan, which increased their capacities with the help of ICRC-provided supplies
- the ICRC's humanitarian operations in Darfur continued despite security and access constraints, while the organization remained without access to vulnerable populations in Blue Nile and South Kordofan
- with the ICRC acting as a neutral intermediary, 5 South Sudanese POWs returned voluntarily from Sudan, and 75 Sudanese people released by armed groups in Darfur were handed over to the Sudanese authorities
- government forces took steps to incorporate IHL and humanitarian principles in their training by, for example, forming a committee to develop a training programme in IHL and international human rights law for the police

EXPENDITURE (in KCHF)	
Protection	3,927
Assistance	26,949
Prevention	2,946
Cooperation with National Societies	1,847
General	-
	<b>35,669</b>

of which: Overheads 2,165

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>91%</b>

PERSONNEL	
Mobile staff	53
Resident staff (daily workers not included)	685

The ICRC opened an office in Khartoum in 1978 and began operations during the armed conflict between the government forces and the Sudan People's Liberation Movement/Army. It currently addresses needs arising from armed conflicts between South Sudan and Sudan, and in Darfur. It works to ensure that conflict-affected people are protected in accordance with IHL and other internationally recognized standards, receive emergency aid, livelihood support and medical care, and can restore contact with relatives. It works with and supports the Sudanese Red Crescent Society.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	5,965
RCMs distributed	6,181
Phone calls facilitated between family members	1,284
People located (tracing cases closed positively)	287
People reunited with their families	8
of whom unaccompanied minors/separated children	8
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	107
Detainees visited and monitored individually	98
Number of visits carried out	9
Number of places of detention visited	6
Restoring family links	
RCMs collected	15
RCMs distributed	12
Phone calls made to families to inform them of the whereabouts of a detained relative	2

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries	210,000
Essential household items	Beneficiaries	72,000
Productive inputs	Beneficiaries	453,930
Cash	Beneficiaries	49,200
Vouchers	Beneficiaries	15,000
Work, services and training	Beneficiaries	207,000
Water and habitat activities	Beneficiaries	650,000
<b>Health</b>		
Health centres supported	Structures	7
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures	21
Water and habitat		
Water and habitat activities	Number of beds	829
<b>Physical rehabilitation</b>		
Centres supported	Structures	3
Patients receiving services	Patients	3,400

# UGANDA



ICRC/AR\_2013

The ICRC has been present in Uganda since 1979. Given the progress towards peace in the north of the country, ICRC assistance activities, many of which are implemented in partnership with the Uganda Red Cross Society and State institutions, have been adapted to decreasing humanitarian needs. In parallel, the ICRC continues to monitor the treatment of detainees and strives to raise awareness of IHL and humanitarian principles among the armed and police forces.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ over 200 relatives of missing persons in northern Uganda coped with their distress after sharing their experiences at pilot community-support sessions conducted by facilitators trained by a local NGO and the ICRC
- ▶ in the Karamoja region, previously disputing communities jointly cultivated agricultural land, which brought them closer together and enabled the safer movement of people
- ▶ around 1,000 former fighters who crossed from the Democratic Republic of the Congo into Uganda received ICRC visits according to its standard procedures and household and recreational items to ease their living conditions
- ▶ while military troops involved in regional operations learnt more about IHL, army and police officials worked to enhance cooperation between their teams during joint law enforcement operations
- ▶ after a financial and governance crisis that led to the replacement of some of its senior officials, the Uganda Red Cross Society drew on support from Movement partners to strengthen its management and accountability

### EXPENDITURE (in KCHF)

Protection	2,048
Assistance	388
Prevention	1,265
Cooperation with National Societies	669
General	-
<b>Total</b>	<b>4,370</b>

of which: Overheads 267

### IMPLEMENTATION RATE

Expenditure/yearly budget	93%
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### PERSONNEL

Mobile staff	9
Resident staff (daily workers not included)	37

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

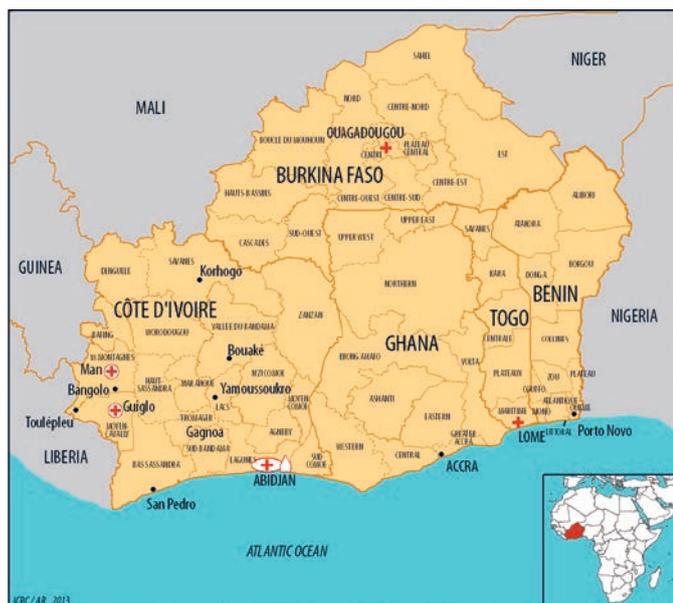
**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	3,122
RCMs distributed	1,908
Phone calls facilitated between family members	15,848
People located (tracing cases closed positively)	28
People reunited with their families	19
of whom unaccompanied minors/separated children	16
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	5,800
Detainees visited and monitored individually	160
Number of visits carried out	103
Number of places of detention visited	43
<b>Restoring family links</b>	
RCMs collected	178
RCMs distributed	165
Phone calls made to families to inform them of the whereabouts of a detained relative	81

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	19
Essential household items	Beneficiaries	8,491
Productive inputs	Beneficiaries	2
Work, services and training	Beneficiaries	2
Water and habitat activities	Beneficiaries	18,680
<b>Total</b>		<b>27,744</b>

# ABIDJAN (regional)

COVERING: Benin, Burkina Faso, Côte d'Ivoire, Ghana, Togo



ICRC regional delegation ICRC sub-delegation ICRC office/presence  
ICRC regional logistics centre

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ people affected by the 2011 post-electoral conflict in Côte d'Ivoire, including returnees and women heads of households, rebuilt their livelihoods, notably using ICRC support to resume farming activities and start small businesses
- ▶ in Burkina Faso, Malian refugees and their hosts saw the hunger gap period through thanks to the timely provision of food rations and essential household items, and the upgrade of water and sanitation infrastructure
- ▶ in western Côte d'Ivoire, people enduring psychological/emotional trauma induced by post-conflict stress or sexual violence benefited from specialized treatment at six-ICRC supported health facilities
- ▶ in Côte d'Ivoire and Togo, detainees eased their living conditions, through infrastructural upgrades in prisons done by the pertinent authorities with ICRC help, even as the latter country reviewed its agreement with the ICRC
- ▶ Ivorian medico-legal personnel were well equipped to support the authorities' campaign to identify remains of people who died during the 2011 conflict, as they had benefited from ICRC specialized training and forensic material
- ▶ Benin, Burkina Faso, Côte d'Ivoire, Ghana and Togo signed the Arms Trade Treaty, while taking steps – with ICRC help – to implement other treaties regulating the sale and use of arms

## EXPENDITURE (in KCHF)

Protection	3,075
Assistance	5,440
Prevention	2,075
Cooperation with National Societies	1,682
General	-

**12,272**

of which: Overheads 749

## IMPLEMENTATION RATE

Expenditure/yearly budget	93%
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## PERSONNEL

Mobile staff	37
Resident staff (daily workers not included)	216

In the countries covered by the delegation, established in 1992, the ICRC supports the authorities in implementing IHL, encourages armed/security forces to respect that law and visits detainees. It works with and supports the development of the region's National Societies. The delegation focuses on responding to the protection and assistance needs of people, including refugees, affected by the lasting consequences of the crisis in Côte d'Ivoire that began in 2002 and the 2011 post-election conflict, and by the consequences of armed conflict/other situations of violence in the greater region.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	805
RCMs distributed	505
People located (tracing cases closed positively)	114
People reunited with their families	90
of whom unaccompanied minors/separated children	80
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	13,485
Detainees visited and monitored individually	618
Number of visits carried out	261
Number of places of detention visited	73
Restoring family links	
RCMs collected	141
RCMs distributed	70
Phone calls made to families to inform them of the whereabouts of a detained relative	244

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries 6,000	9,606
Essential household items	Beneficiaries 18,000	4,507
Productive inputs	Beneficiaries 18,000	19,013
Work, services and training	Beneficiaries 600	18,900
Water and habitat activities	Beneficiaries 61,500	145,387
<b>Health</b>		
Health centres supported	Structures 6	6
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	1

# ANTANANARIVO (regional)

COVERING: Comoros, Madagascar, Mauritius, Seychelles



 ICRC regional delegation

Having worked in Madagascar intermittently during the 1990s, the ICRC has been permanently present in the country since 2002. In 2011, it opened its regional delegation for the Indian Ocean in Antananarivo. The ICRC visits detainees in the Comoros and Madagascar, working closely with the latter's authorities to improve conditions in prisons. It raises awareness of IHL and international human rights law among the authorities and armed and security forces. It supports the activities of the region's National Societies, while helping them strengthen their capacities.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ thousands of malnourished detainees in Madagascar, including inmates of 16 prisons no longer receiving external aid, recovered their health through direct food assistance, medical care and regular nutrition monitoring
- ▶ detainees at selected Malagasy prisons had access to sufficient quantities of water and better hygiene/living conditions following the renovation of infrastructure, vector-control campaigns, and distributions of hygiene items
- ▶ in Madagascar, the efforts of a technical committee to enhance respect for detainees' judicial guarantees, and ICRC support for the authorities, led to the review of individual case files and the release of 95 inmates
- ▶ Malagasy security units learnt more about rules applicable to law enforcement through briefings/training, with the Interior Security Ministry committing to updating security policies/manuals to ensure compliance with such rules
- ▶ in the Comoros, drawing on ICRC expertise, the authorities concerned worked towards establishing a national penitentiary administration
- ▶ the region's National Societies, with ICRC support, strengthened their emergency preparedness/response and IHL-promotion capacities, with over 1,000 first-aiders in Madagascar undergoing training ahead of the elections

## EXPENDITURE (in KCHF)

Protection	798
Assistance	1,417
Prevention	417
Cooperation with National Societies	558
General	-

**3,190**

of which: Overheads 195

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>100%</b>
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## PERSONNEL

Mobile staff	7
Resident staff (daily workers not included)	23

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	7
RCMs distributed	36
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	14,081
Detainees visited and monitored individually	65
Number of visits carried out	70
Number of places of detention visited	26
<b>Restoring family links</b>	
RCMs collected	49
RCMs distributed	7
Phone calls made to families to inform them of the whereabouts of a detained relative	22

# DAKAR (regional)

COVERING: Cabo Verde, Gambia, Guinea-Bissau, Senegal



## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ communities in Senegal's Casamance region benefited from humanitarian aid, dialogue with parties to the conflict having facilitated access for the Senegalese Red Cross Society/ICRC and State/other actors whom they accompanied
- ▶ conflict-affected people in Casamance – including IDPs, returnees and female heads of households – pursued livelihood activities aided by veterinary services, agricultural support, cash grants and upgrades to water infrastructure
- ▶ people held by Senegalese authorities, including in relation to the conflict, and by the Mouvement des Forces Démocratiques de Casamance contacted their relatives through Movement family-links services during ICRC visits
- ▶ local authorities, weapon bearers and religious leaders learnt more about IHL/human rights principles and the challenges faced by health workers at events organized by the ICRC at its IHL documentation centre and elsewhere
- ▶ the region's National Societies worked with the ICRC to enhance/coordinate their emergency response in relation to the armed conflicts in Casamance and in northern Mali and to provide family-links services for minors

## EXPENDITURE (in KCHF)

Protection	1,382
Assistance	4,601
Prevention	2,110
Cooperation with National Societies	1,202
General	258
<b>Total</b>	<b>9,553</b>

of which: Overheads 583

## IMPLEMENTATION RATE

Expenditure/yearly budget	96%
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## PERSONNEL

Mobile staff	22
Resident staff (daily workers not included)	140

The ICRC opened a regional delegation in Dakar in 1989, although it had already worked in the region for some years. It focuses on promoting IHL among the armed forces and other weapon bearers and on encouraging implementation of that law by the authorities throughout the region. It supports the activities of the National Societies, assists people affected by armed conflict and other situations of violence in Casamance, Senegal, and in Guinea-Bissau, and visits detainees of ICRC concern, providing them with material aid where necessary.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	15
RCMs distributed	4
Phone calls facilitated between family members	399
People located (tracing cases closed positively)	13
People reunited with their families	1
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	754
Detainees visited and monitored individually	66
Number of visits carried out	12
Number of places of detention visited	7
<b>Restoring family links</b>	
RCMs collected	15
RCMs distributed	9
Phone calls made to families to inform them of the whereabouts of a detained relative	53

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries 960	429
Essential household items	Beneficiaries	44,348
Productive inputs	Beneficiaries 2,880	15,324
Cash	Beneficiaries	751
Work, services and training	Beneficiaries 38,460	2,752
Water and habitat activities	Beneficiaries 28,600	20,260
<b>Health</b>		
Health centres supported	Structures 9	8
<b>WOUNDED AND SICK</b>		
<b>Physical rehabilitation</b>		
Centres supported	Structures	1
Patients receiving services	Patients	1,215
<b>Comments</b>		
Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.		

# HARARE (regional)

COVERING: Malawi, Mozambique, Namibia, Zambia, Zimbabwe



ICRC regional delegation ICRC sub-delegation

The Harare regional delegation has existed in its current form since 1981, although the ICRC has been present in some of the countries for much longer. It visits detainees throughout the region, working closely with Zimbabwe's authorities to improve detainees' conditions. Also in Zimbabwe, it assists the country's Mine Action Centre in strengthening its capacities. Throughout the region, it helps refugees and relatives separated by armed conflict/other situations of violence restore contact; raises awareness of IHL and international human rights law among the authorities and armed and security forces; and helps National Societies develop their operational capacities.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ Harare's City Health Services gradually assumed responsibility for running its 12 polyclinics, enabling the ICRC to progressively reduce material support for the clinics and withdraw it altogether at year's end as planned
- ▶ the Zimbabwe Mine Action Centre adopted national guidelines to ensure that mine action in the country complied with the International Mine Action Standards
- ▶ following representations made by the ICRC, the Zimbabwe Prison and Correctional Service (ZPCS) released 100 mentally ill detainees to their families, while continuing to enhance inmates' access to health services
- ▶ the ZPCS curbed malnutrition among detainees by regularly monitoring their nutritional status, providing therapeutic feeding and increasing the productivity of prison farms with ICRC technical and material support
- ▶ drawing on ICRC advice, Mozambique and Zambia signed the Arms Trade Treaty

### EXPENDITURE (in KCHF)

Protection	1,367
Assistance	4,435
Prevention	1,557
Cooperation with National Societies	1,198
General	-

**8,556**

of which: Overheads 522

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>96%</b>
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### PERSONNEL

Mobile staff	12
Resident staff (daily workers not included)	75

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

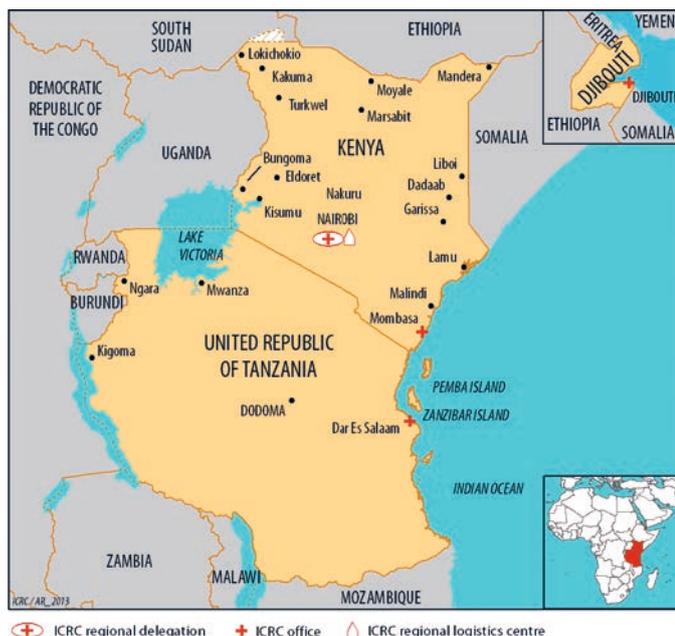
**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	514
RCMs distributed	337
People located (tracing cases closed positively)	9
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	17,542
Number of visits carried out	105
Number of places of detention visited	54
Restoring family links	
Phone calls made to families to inform them of the whereabouts of a detained relative	61

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries	1,250
Essential household items	Beneficiaries	1,250
Health		
Health centres supported	Structures	12
		12

# NAIROBI (regional)

COVERING: Djibouti, Kenya, United Republic of Tanzania



The ICRC's regional delegation in Nairobi was set up in 1974 and has a dual purpose: first, to promote IHL and carry out operations in the countries covered, namely restoring contact between refugees and their families, protecting and assisting people injured, displaced or otherwise affected by armed conflict or other situations of violence, visiting detainees falling within its mandate, and supporting the development of the National Societies; and second, to provide relief supplies and other support services for ICRC operations in neighbouring countries in the Horn of Africa and Great Lakes regions, as well as further afield.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ more refugees and migrants reconnected with their relatives through the National Society/ICRC family-links network, which included a new mobile phone service in 3 camps in the United Republic of Tanzania
- ▶ following the installation of rainwater catchments/wells, people in drought- and violence-prone areas in Kenya reduced their exposure to risks associated with fetching water from distant sources
- ▶ while some detainees in Djibouti and the United Republic of Tanzania continued to receive ICRC visits, dialogue was pursued with the authorities to gain access to all detainees within ICRC purview
- ▶ Djiboutian, Kenyan and Tanzanian military/police officers slated for peacekeeping missions abroad enhanced their awareness of IHL during training
- ▶ at regional seminars, representatives from various African countries deepened their understanding of the integration of IHL provisions into domestic law and of the application of Islamic jurisprudence and IHL in detention

EXPENDITURE (in KCHF)	
Protection	1,836
Assistance	1,667
Prevention	2,349
Cooperation with National Societies	1,185
General	710

**7,746**

of which: Overheads **473**

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>80%</b>

PERSONNEL	
Mobile staff	34
Resident staff (daily workers not included)	332

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	17,818
RCMs distributed	12,521
Phone calls facilitated between family members	237,539
People located (tracing cases closed positively)	130
People reunited with their families	1
of whom unaccompanied minors/separated children	1
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	908
Detainees visited and monitored individually	38
Number of visits carried out	12
Number of places of detention visited	7
<b>Restoring family links</b>	
RCMs collected	65
RCMs distributed	101

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Essential household items	Beneficiaries	60,000
Work, services and training	Beneficiaries	27,000
Water and habitat activities	Beneficiaries	35,000
Comments		61,186
Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period		

# NIAMEY (regional)

COVERING: Mali (see separate report), Niger



ICRC regional delegation   
 ICRC delegation   
 ICRC sub-delegation  
 ICRC-supported prosthetic/orthotic centre   
 ICRC office   
 ICRC logistics centre

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ upon their arrival or while in Niger, thousands of people, notably some 13,800 Malian refugees, met their urgent needs through the timely provision of food and other assistance by the Red Cross Society of Niger and the ICRC
- ▶ people who had fled violence in their home countries, as well as vulnerable migrants, reported IHL and human rights abuses to ICRC delegates, who discussed these with the parties concerned to prevent recurrence
- ▶ over 2 million herders maintained their livestock's health and productivity through free veterinary services, destocking activities and fodder production projects conducted by the authorities, the National Society and the ICRC
- ▶ thousands of vulnerable migrants, including minors, contacted their relatives through National Society branches along the migration route or a transit centre in Agadez also providing hot meals, health care and accommodation
- ▶ even as the armed conflict in Mali required the reallocation of resources, over 1,400 people held in Niger, including security detainees, still eased their living conditions after infrastructural upgrades by the authorities and the ICRC
- ▶ people wounded during an attack on a military base in Agadez obtained critical treatment at the regional hospital, which worked with rapidly provided medical supplies and with the help of a flown-in Health Ministry surgeon

### EXPENDITURE (in KCHF)

Protection	5,267
Assistance	61,354
Prevention	3,770
Cooperation with National Societies	2,677
General	-

**73,068**

of which: Overheads **4,430**

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>95%</b>
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### PERSONNEL

Mobile staff	57
Resident staff (daily workers not included)	307

Continually present in the region since 1982, the ICRC opened its Niamey regional delegation in 2010 in response to the consequences of fighting between government forces and armed groups and of other situations of violence in northern Mali and Niger. It seeks to protect and assist people affected by violence and adverse climatic conditions and visits detainees, providing them with aid where necessary. It also promotes IHL among armed and security forces and armed groups and encourages its implementation by the authorities of the region. It works closely with the region's National Societies and helps them develop their operational capacities.

### YEARLY RESULT<sup>1</sup>

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION <sup>1</sup>	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	120
RCMs distributed	44
Phone calls facilitated between family members	3,363
People located (tracing cases closed positively)	58
People reunited with their families	7
of whom unaccompanied minors/separated children	7
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	3,031
Detainees visited and monitored individually	102
Number of visits carried out	22
Number of places of detention visited	11
<b>Restoring family links</b>	
RCMs collected	35
RCMs distributed	10
Phone calls made to families to inform them of the whereabouts of a detained relative	8

ASSISTANCE <sup>1</sup>	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>			
Food commodities	Beneficiaries	108,000	123,900
Essential household items	Beneficiaries	21,000	10,225
Productive inputs	Beneficiaries	42,000	78,937
Cash	Beneficiaries		19,006
Work, services and training	Beneficiaries	1,290,000	2,067,414
Water and habitat activities	Beneficiaries	22,680	94,664
<b>Health</b>			
Health centres supported	Structures	3	5
<b>WOUNDED AND SICK</b>			
<b>Physical rehabilitation</b>			
Centres supported	Structures		1
Patients receiving services	Patients		374

Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.

1. Niger only

# PRETORIA (regional)

COVERING: Botswana, Lesotho, South Africa, Swaziland



ICRC regional delegation

The ICRC has worked in South Africa since the early 1960s, opening a regional delegation in Pretoria in 1978. It visits detainees, monitoring their conditions; helps refugees and asylum seekers to restore contact with family members; and supports research on violence reduction among South African youth. It promotes ratification of IHL treaties and their national implementation and encourages the incorporation of IHL into military training and university curricula. The ICRC supports the region's National Societies in building their capacities.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ in addition to security detainees in Lesotho, detainees in Swaziland and migrants held at an immigration detention centre in South Africa, as well as some foreign detainees in that country, received ICRC visits
- ▶ with a number of countries in the region taking steps towards the promotion and implementation of IHL-related instruments, Lesotho, South Africa and Swaziland signed the Arms Trade Treaty
- ▶ over 3,000 South African peacekeepers bound for the Democratic Republic of the Congo and Sudan received briefings on IHL rules specific to their missions

EXPENDITURE (in KCHF)	
Protection	377
Assistance	-
Prevention	1,131
Cooperation with National Societies	578
General	-

**2,086**

of which: Overheads 127

IMPLEMENTATION RATE	
Expenditure/yearly budget	69%

PERSONNEL	
Mobile staff	5
Resident staff (daily workers not included)	24

## YEARLY RESULT

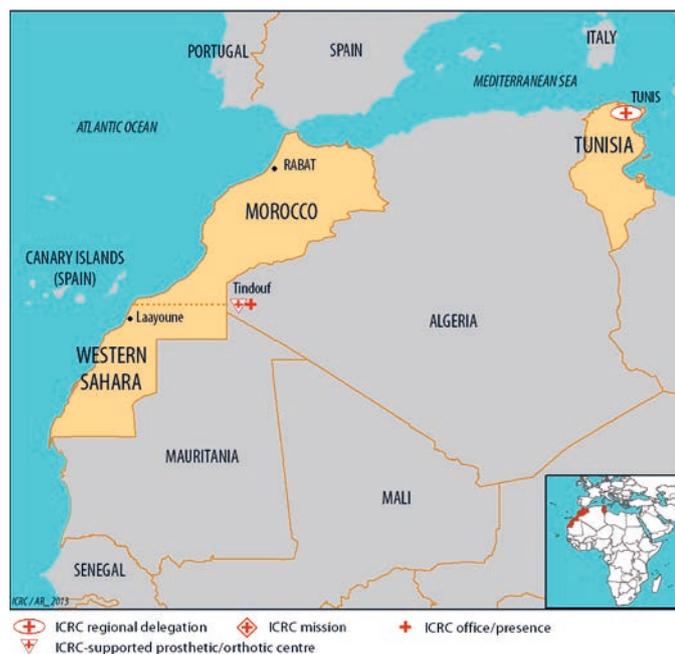
Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	115
RCMs distributed	177
Phone calls facilitated between family members	366
People located (tracing cases closed positively)	10
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	11,901
Detainees visited and monitored individually	31
Number of visits carried out	12
Number of places of detention visited	8
Restoring family links	
RCMs collected	11
Phone calls made to families to inform them of the whereabouts of a detained relative	1

# TUNIS (regional)

COVERING: Morocco/Western Sahara, Tunisia



The regional delegation based in Tunisia, which has been operating since 1987, regularly visits people deprived of their freedom in Tunisia to monitor their treatment and conditions of detention. It addresses issues of humanitarian concern arising from the aftermath of the Western Sahara conflict. It promotes implementation of IHL by the authorities, including its integration into national legislation and into training programmes for the armed forces. The Red Crescent Societies in the region are essential partners in this process.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ against a backdrop of increased insecurity, dialogue with authorities and military/security forces, as well as training courses and other events, contributed to gaining respect and acceptance for applicable norms and the Movement
- ▶ in Tunisia, efforts to reform the prison sector continued despite being slowed down by the prevailing situation, which impeded certain ICRC activities, in the health sector, for example
- ▶ even so, the efforts above resulted in the launching of a project by the Interior Ministry to enhance respect for detainees under interrogation and the opening of a first probation office to encourage the use of alternative sentencing
- ▶ contact with the Moroccan authorities, the Polisario Front and pertinent organizations made little headway in clarifying the fate of people who went missing in connection with the Western Sahara conflict
- ▶ Sahrawi amputees received treatment at an ICRC-supported physical rehabilitation centre, despite security concerns temporarily curtailing operations at the centre and causing its relocation
- ▶ although progress in domestic IHL implementation was slow, the National Council for Human Rights in Morocco, with ICRC support, established a department specifically for promoting IHL

## EXPENDITURE (in KCHF)

Protection	1,961
Assistance	1,650
Prevention	1,331
Cooperation with National Societies	723
General	-

**5,665**

of which: Overheads 345

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>97%</b>
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## PERSONNEL

Mobile staff	15
Resident staff (daily workers not included)	35

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	38
RCMs distributed	39
Phone calls facilitated between family members	1,848
People located (tracing cases closed positively)	34
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	17,859
Detainees visited and monitored individually	161
Number of visits carried out	54
Number of places of detention visited	20
Restoring family links	
RCMs collected	88
RCMs distributed	54
Phone calls made to families to inform them of the whereabouts of a detained relative	54

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Essential household items	Beneficiaries	15
Physical rehabilitation		
Centres supported	Structures	1
Patients receiving services	Patients	500

# YAOUNDÉ (regional)

COVERING: Angola, Cameroon, Congo, Equatorial Guinea, Gabon, Sao Tome and Principe



The ICRC set up its Yaoundé regional delegation in 1992 but has been working in the region since 1972. It monitors the domestic situation in the countries covered, visits security detainees and helps restore contact between refugees, migrants and their families. It pursues longstanding programmes to spread knowledge of IHL among the authorities, armed forces and civil society, and supports the development of the region's National Societies.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ security detainees, particularly in northern Cameroon and in Equatorial Guinea's largest civil prison, received ICRC visits to monitor their treatment and living conditions, with some benefiting from ad hoc direct assistance
- ▶ in Gabon, the Justice Ministry and the ICRC began the government-led implementation of an agreement to enhance health/hygiene conditions for detainees in 2 prisons, with a view to making similar improvements in other prisons
- ▶ insecurity in border areas and regional tensions lent urgency to the ICRC's dialogue with the authorities, armed/security/police forces on IHL, international human rights law and the proper use of force in law enforcement
- ▶ the governments of Cameroon, Congo and Gabon drew on ICRC expertise to advance domestic IHL implementation, with Cameroon and Congo also ratifying key weapon-related treaties
- ▶ the region's National Societies strengthened their capacities in emergency preparedness/response, including in providing and teaching first aid, and in restoring family links, particularly for vulnerable migrants and refugees

## EXPENDITURE (in KCHF)

Protection	1,442
Assistance	376
Prevention	1,609
Cooperation with National Societies	1,324
General	-

**4,751**

of which: Overheads 290

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>92%</b>
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## PERSONNEL

Mobile staff	9
Resident staff (daily workers not included)	52

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	170
RCMs distributed	287
Phone calls facilitated between family members	5
People located (tracing cases closed positively)	16
People reunited with their families	5
of whom unaccompanied minors/separated children	3
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	2,775
Detainees visited and monitored individually	59
Number of visits carried out	47
Number of places of detention visited	24
<b>Restoring family links</b>	
RCMs collected	24
RCMs distributed	7
Phone calls made to families to inform them of the whereabouts of a detained relative	4

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	436
Essential household items	Beneficiaries	380



# ASIA AND THE PACIFIC

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ in parts of the region, authorities and weapon bearers showed support for the ICRC, notably by enabling it to continue assisting vulnerable people in Afghanistan, in spite of constraints, and to expand activities in Myanmar
- ▶ the wounded and sick received timely and quality first aid, preventive and curative medical care and/or physical rehabilitation services from ICRC-supported emergency responders, health staff and facilities
- ▶ detainees faced reduced health risks, particularly those caused by overcrowding, such as TB, following ICRC visits and after the authorities took steps to improve health care services and water and sanitation infrastructure
- ▶ despite some access and acceptance constraints faced by the ICRC in some contexts, victims of conflict/violence and complex emergencies addressed their short- and long-term needs through relief goods and livelihood assistance
- ▶ people separated by conflict/violence, migration or natural disasters kept in touch/were reunited via the family-links network run by the region's National Societies and the ICRC
- ▶ the authorities and civil society members worked with the ICRC to promote respect for humanitarian principles, IHL, international human rights law and internationally recognized standards, including by co-organizing seminars

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	7,944
RCMs distributed	11,362
Phone calls facilitated between family members	3,621
People located (tracing cases closed positively)	1,256
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	218,068
Detainees visited and monitored individually	6,758
Number of visits carried out	872
Number of places of detention visited	440
<b>Restoring family links</b>	
RCMs collected	11,339
RCMs distributed	6,949
Phone calls made to families to inform them of the whereabouts of a detained relative	2,653

EXPENDITURE (in KCHF)	
Protection	36,453
Assistance	130,092
Prevention	28,570
Cooperation with National Societies	15,705
General	1,079
	<b>211,900</b>
	<i>of which: Overheads 12,733</i>

ASSISTANCE	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>	
Food commodities	Beneficiaries 773,423
Essential household items	Beneficiaries 738,805
Productive inputs	Beneficiaries 839,521
Cash	Beneficiaries 241,574
Vouchers	Beneficiaries 11,200
Work, services and training	Beneficiaries 272,873
Water and habitat activities	Beneficiaries 597,738
<b>Health</b>	
Health centres supported	Structures 239
<b>WOUNDED AND SICK</b>	
<b>Hospitals</b>	
Hospitals supported	Structures 107
<b>Water and habitat</b>	
Water and habitat activities	Number of beds 4,519
<b>Physical rehabilitation</b>	
Centres supported	Structures 33
Patients receiving services	Patients 133,687

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>86%</b>
<b>PERSONNEL</b>	
Mobile staff	359
Resident staff (daily workers not included)	3,002



**DELEGATIONS**

- Afghanistan
- Bangladesh
- Myanmar
- Nepal
- Pakistan
- Philippines
- Sri Lanka

**REGIONAL DELEGATIONS**

- Bangkok
- Beijing
- Jakarta
- Kuala Lumpur
- New Delhi
- Suva

 ICRC delegation  
  ICRC regional delegation  
  ICRC mission



Brecht GORIS / ICRC

## ASIA AND THE PACIFIC

In 2013, the ICRC pursued its efforts in Asia and the Pacific to respond to the needs of victims of armed conflict in Afghanistan, other ongoing and past conflicts and other situations of violence, natural disasters, as in the Philippines, and other situations of concern to the organization. It continued strengthening its relations with and promoting its “150 years of humanitarian action” initiative among the authorities, weapon bearers and key members of civil society to garner support for its neutral, impartial and independent humanitarian action, especially in countries where it faced difficulties in relation to access and acceptance. In Afghanistan, for instance, following sporadic restrictions imposed by armed groups on the transport of ICRC supplies throughout the year and an attack on the ICRC office in Jalalabad in May, the organization engaged in further dialogue with stakeholders to ensure it was able to continue providing assistance to the most vulnerable, albeit on a different scale. It strengthened its ties with the Myanmar authorities, community leaders and an armed group, thus obtaining access to north-eastern states and maintaining its assistance to both Muslim and Rakhine people affected by intercommunal tensions/clashes in Rakhine state. As a result of discussions with the Pakistani authorities, it resumed some activities under the terms of the 1994 headquarters agreement and reviewed other areas of possible cooperation, notably restarting support for the casualty care chain. It made little progress, however, in negotiations to

renew its headquarters agreement and to resume prison visits in Indonesia. Assistance to communities in Chhattisgarh, India, ended in June, at the government’s request.

With support from the regional resource centre attached to the Kuala Lumpur delegation (Malaysia), ICRC delegations continued to promote understanding of and respect for humanitarian principles and IHL, linking them, as appropriate, with regional and local issues. Those issues included prison overcrowding, migration, the needs of families of persons unaccounted for, the presence of mines/explosive remnants of war and peacekeeping, as well as new topics of interest such as cyber warfare. To support these efforts, the ICRC participated in and held various regional events, for instance, a consultation on the “Strengthening IHL” process co-organized with the Malaysian government and a workshop on protecting medical personnel and facilities during military operations, in line with the goals of the Health Care in Danger project, hosted by the Australian government and armed forces. The ICRC continued to update its database on customary IHL and used existing findings to adapt its offer of expertise and technical support to governments for acceding to IHL instruments and enacting national legislation, to armed and security forces for integrating IHL, relevant internationally recognized standards and humanitarian practices into their doctrine, training and operations, and to relevant universities for including humanitarian principles and IHL in

their curricula. Such support facilitated the signing of the Arms Trade Treaty by eight Pacific States and the establishment of the Bangladeshi IHL committee. The education ministries and National Societies of 10 countries, including China, the Republic of Korea, Malaysia, Mongolia and Singapore, received similar support, tailored to the degree of implementation of the Exploring Humanitarian Law programme in their countries; in Thailand, they assumed full responsibility for the programme. Cooperation with key regional players, such as the Association of Southeast Asian Nations (ASEAN), helped reinforce these initiatives. Moreover, the ICRC president explored possible areas of cooperation with the authorities of six countries he visited, including China, the Democratic People's Republic of Korea (hereafter DPRK), Japan and the Republic of Korea, where officials expressed interest in strengthening their partnership with the organization.

Its partnerships with the region's National Societies allowed the ICRC to increase the coverage or effectiveness of its operations, particularly in Afghanistan, Myanmar, Nepal, Pakistan and the Philippines. In Afghanistan, this partnership, combined with intense networking and adapted working procedures, was pivotal to reaching some of the most affected communities. At the same time, the ICRC provided National Societies with technical, financial and material support to develop their own profiles and activities and to strengthen their capacities to respond to the needs resulting from emergencies in accordance with the Movement's Fundamental Principles. As in the past, ICRC activities were also coordinated with the International Federation, other Movement partners, UN agencies and other humanitarian players in fields of common interest, to maximize impact and avoid gaps or duplication, for instance, in the Philippines following Typhoon Haiyan.

While working to gain acceptance and support, the ICRC provided tailored responses, in a neutral and impartial way, to the needs of more people affected by conflicts or other situations of violence, including some who also suffered from the devastation caused by natural disasters. These victims faced difficulties in accessing essential and high-quality services, notably health care, food sources and/or a means of livelihood. In contexts where IHL applied and dialogue was forthcoming, such as after an outbreak of hostilities in Zamboanga City, Philippines, the ICRC reminded the parties to conflicts of their obligation to respect those not or no longer taking part in the fighting and the need to allow medical and humanitarian workers to access victims. Despite the limitations imposed on its operations in Afghanistan, the ICRC sought to improve access to adequate first aid and surgical care for civilian casualties and other weapon-wounded patients and continued to provide support for hospitals. It provided similar assistance in Bangladesh, the DPRK, India, Myanmar, Nepal, Papua New Guinea, the Philippines and Thailand, which received people wounded along the border with Myanmar. It did so by financing or carrying out evacuations, providing support for ambulance services, training medical staff and first responders, equipping first-aid posts and hospitals, and covering patients' treatment costs, as needed. Several ICRC health teams worked alongside National Society staff on loan and local health personnel to provide these services. In Kachin state, Myanmar, hospitals run by the government or by an armed group received medical supplies to boost their capacities. The renovation/reconfiguration of the Mirwais Hospital's entrances and rooms by the Afghan Health Ministry/ICRC reduced patients' exposure to conflict-related risks.

Primary health care centres and National Society emergency, fixed and mobile health clinics in Afghanistan, India, Myanmar, Pakistan and the Philippines received ICRC supplies, training, infrastructure and maintenance support, enabling them to provide quality preventive and curative health care.

In 11 countries, including Afghanistan, Bangladesh, Cambodia, China, the DPRK and Myanmar, the ICRC provided assistance for the provision of physical rehabilitation services to and the social reintegration of amputees and other disabled patients. Nearly 134,000 such patients, including mine victims, regained their mobility at ICRC-supported centres. In some countries, the National Society, assisted by the ICRC, ran outreach programmes to identify, transport and accommodate vulnerable amputees, particularly those from remote areas. With the National Societies of, for example, the Lao People's Democratic Republic (hereafter Lao PDR), Pakistan and Viet Nam, the ICRC took steps to decrease the number of victims of mines/explosive remnants of war through risk-education sessions.

Together with the National Societies, the ICRC responded to the immediate needs of victims of armed conflicts, other situations of violence and natural disasters, including IDPs and host communities. Over 773,000 people in Afghanistan, Bangladesh, Myanmar and the Philippines, particularly victims of Typhoons Bopha and Haiyan, coped with their losses using emergency food rations, often accompanied by essential household items. Water-trucking services and the installation of water and sanitation facilities helped reduce health hazards.

Whenever possible, the ICRC endeavoured to contribute to early recovery. Communities regained access to clean water for drinking and/or irrigation through various projects aimed at building or rehabilitating permanent water and sanitation infrastructure in cooperation with the local authorities and the community members themselves. Residents, IDPs and returnees affected by ongoing fighting and unrest, including in Afghanistan and southern Thailand, the consequences of past conflicts in Nepal and Sri Lanka or natural disasters in the Philippines, restored their incomes through various livelihood initiatives, usually carried out with the help of local partners. Nearly 840,000 people started or resumed agricultural activities using distributed seed and tools; others set up small businesses with the help of cash grants and business management training. Community members boosted their incomes by working in exchange for cash, for example on the construction/rehabilitation of communal infrastructure in Afghanistan and Myanmar and on storm-resilient shelters in Typhoon Bopha-affected provinces in the Philippines.

Owing to the authorities' understanding and recognition of the ICRC's neutral and independent stance and longstanding experience in the field of detention, ICRC delegates were able to visit detainees, particularly those held in relation to armed conflicts and other situations of violence or for reasons of State security. In 13 countries, including Afghanistan, Fiji, India (in relation to the situation in Jammu and Kashmir), Malaysia, Papua New Guinea and Thailand, inmates received visits in accordance with the ICRC's standard procedures. Following these visits, delegates submitted confidential reports to the authorities containing, where necessary, recommendations for improving treatment or living conditions. In Myanmar and Sri Lanka, the ICRC resumed its visits, previously suspended by the authorities, to detainees

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in prisons and rehabilitation centres. An ICRC offer of service to conduct similar visits to inmates in Bangladesh remained under discussion with the authorities. The ICRC and officials of Afghanistan and the United States of America discussed the need to safeguard the rights of detainees transferred from US to Afghan custody at the Parwan detention facility.

Efforts continued to improve the living conditions of the general prison population in the most problematic detention facilities. While boosting their technical and managerial capacities thanks to ICRC support, the detaining authorities worked with the organization to find solutions to the causes and consequences of overcrowding and to strengthen health care services, including with regard to TB, as in Cambodia and the Philippines. Chinese and Lao authorities broadened their knowledge of prison management practices during ICRC-organized tours in detention facilities abroad. In the Philippines, the justice system resolved the cases of some inmates in one pilot jail more quickly, contributing to a fall in the detainee population there. National seminars, as in China, India and Malaysia, enabled stakeholders to discuss ways to enhance detainee health care, while a regional seminar in Cambodia focused on environmental engineering and design standards. Infrastructure improvement projects, notably for water and sanitation facilities, reduced the health risks faced by over 117,000 detainees, including those in a centre in the Lao PDR and women and juveniles in Afghanistan.

The ICRC also strove to address the needs of vulnerable migrants. It provided hygiene kits to deported migrants, including children, in western Mindanao, Philippines, easing their living conditions while in transit. It discussed the plight of migrants held in offshore processing centres in Nauru and Papua New Guinea with government bodies in those countries and in Australia. ICRC delegates regularly visited detained migrants in Malaysia and Thailand.

In line with the Movement's Restoring Family Links Strategy, National Societies and ICRC delegations continued to develop and offer services to family members separated by armed conflicts, other situations of violence, migration or natural disasters. They organized RCM, tracing and sometimes telephone/videoconference services to help people contact relatives, including those detained locally or abroad; they also issued travel documents, allowing asylum seekers to resettle in a host country. The ICRC impressed upon the governments and National Societies of the Korean peninsula the importance of finding a solution to the prolonged anguish endured by family members split up by the 1950–53 Korean War. It pursued efforts to improve the capacities of governments and local players in Indonesia, Nepal, Papua New Guinea (Bougainville), Sri Lanka and Timor-Leste to address the issue of persons unaccounted for. This included psychological, social, economic and legal support, provided directly or indirectly to families of missing persons. Such support was expanded to 10 additional districts in Nepal after a review revealed that the well-being of previous beneficiaries had improved. Training in the correct handling of human remains helped ensure that people were accounted for. The ICRC continued to act as a neutral intermediary in facilitating the handover of the remains of fallen fighters between the parties to the conflict in Afghanistan.

# AFGHANISTAN



+ ICRC delegation + ICRC sub-delegation + ICRC office/presence + ICRC-supported hospital  
+ ICRC regional logistics centre + ICRC-supported prosthetic/orthotic centre  
 \* Hospital run fully by the ICRC \*\* Map shows structures supporting ICRC operations in Afghanistan

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ following an attack on the ICRC office in Jalalabad on 29 May, the ICRC changed its set-up, adjusting some of its programmes and working with fewer offices and with some of its staff based abroad
- ▶ dialogue with parties to the conflict, including at high level, encouraged them to respect IHL, resulting in fewer ambulances being delayed at checkpoints in two areas and the restoration of disrupted ICRC supply lines
- ▶ detainees visited by the ICRC saw their treatment and living conditions improve, notably as a result of feedback given to the authorities, access to family-links services and rehabilitated infrastructure
- ▶ Afghan Red Crescent Society clinics and community-based volunteers improved the quality of their services with Swedish Red Cross/ICRC support for their capacity-building efforts
- ▶ Afghan authorities took steps to protect health services, including in Mirwais hospital where the authorities reconfigured entrances/rooms and confirmed their commitment to ensuring security
- ▶ in spite of limited access, thousands of particularly vulnerable people, including disabled patients, received National Society/ICRC assistance to meet their nutritional needs and restore their livelihoods

EXPENDITURE (in KCHF)	
Protection	12,529
Assistance	57,415
Prevention	4,410
Cooperation with National Societies	2,462
General	-
<b>Total</b>	<b>76,816</b>

of which: Overheads 4,688

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>89%</b>

PERSONNEL	
Mobile staff	116
Resident staff (daily workers not included)	1,613

Having assisted victims of the Afghan armed conflict for six years in Pakistan, the ICRC opened a delegation in Kabul in 1987. Its current operations aim at: protecting detainees and helping them keep in contact with their families; monitoring the conduct of hostilities and working to prevent IHL violations; assisting the wounded and disabled; supporting health and hospital care; improving water and sanitation services; promoting accession to and national implementation of IHL treaties and compliance with IHL by military forces; and helping the Afghan Red Crescent Society strengthen its capacities.

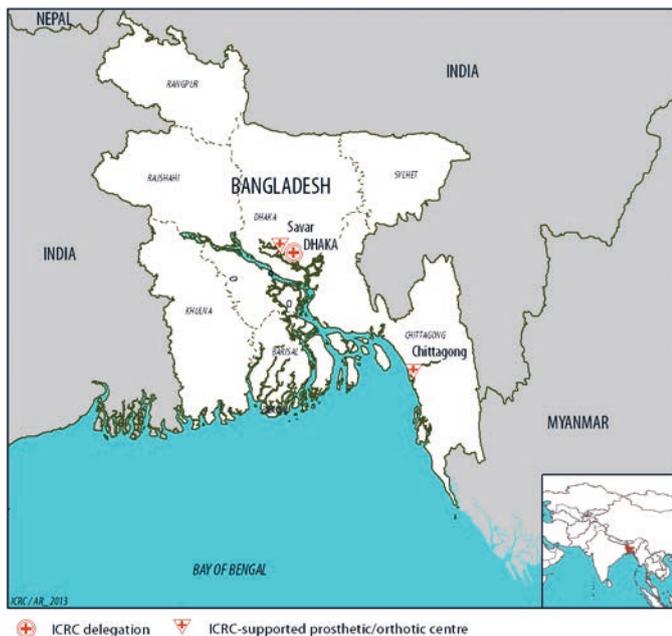
## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	6,919
RCMs distributed	9,193
Phone calls facilitated between family members	3,122
People located (tracing cases closed positively)	1,081
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	29,440
Detainees visited and monitored individually	3,053
Number of visits carried out	173
Number of places of detention visited	80
Restoring family links	
RCMs collected	9,507
RCMs distributed	6,320
Phone calls made to families to inform them of the whereabouts of a detained relative	870

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries	134,050 / 112,261
Essential household items	Beneficiaries	114,150 / 82,335
Productive inputs	Beneficiaries	91,000 / 625,690
Cash	Beneficiaries	5,110 / 80,170
Vouchers	Beneficiaries	11,200
Work, services and training	Beneficiaries	560 / 255,141
Water and habitat activities	Beneficiaries	220,000 / 386,390
<b>Health</b>		
Health centres supported	Structures	48 / 45
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	2 / 24
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	896
<b>Physical rehabilitation</b>		
Centres supported	Structures	8 / 8
Patients receiving services	Patients	80,000 / 94,868

# BANGLADESH



Present in Bangladesh since 2006, the ICRC opened a delegation there in 2011. It works to protect and assist people affected by tensions and violence; promotes IHL and its implementation among the authorities, armed and security forces and academic circles; and supports the Bangladesh Red Crescent Society in building its capacities. It seeks to visit people deprived of their freedom in the country.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ people injured during political strikes in Chittagong and Dhaka divisions received life-saving care from ICRC-supported Bangladesh Red Crescent Society first-aid teams
- ▶ victims of communal clashes in Chittagong and Rajshahi divisions covered their immediate needs through National Society/ICRC distributions of emergency relief
- ▶ the Bangladeshi government showed support for IHL by establishing a national IHL committee and acceding to Protocol V and Amended Article I of the Convention on Certain Conventional Weapons
- ▶ ICRC-trained/supported emergency responders, including the National Society and members of the Fire Service and Civil Defence, properly handled human remains during a rescue operation at a collapsed building in Savar
- ▶ more members of security forces' training academies, Islamic institutions and student wings of main political parties increased their knowledge of humanitarian principles, IHL and the Movement's activities in Bangladesh

EXPENDITURE (in KCHF)	
Protection	407
Assistance	1,095
Prevention	1,167
Cooperation with National Societies	365
General	-
	<b>3,035</b>

of which: Overheads 185

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>104%</b>

PERSONNEL	
Mobile staff	8
Resident staff (daily workers not included)	31

## YEARLY RESULT

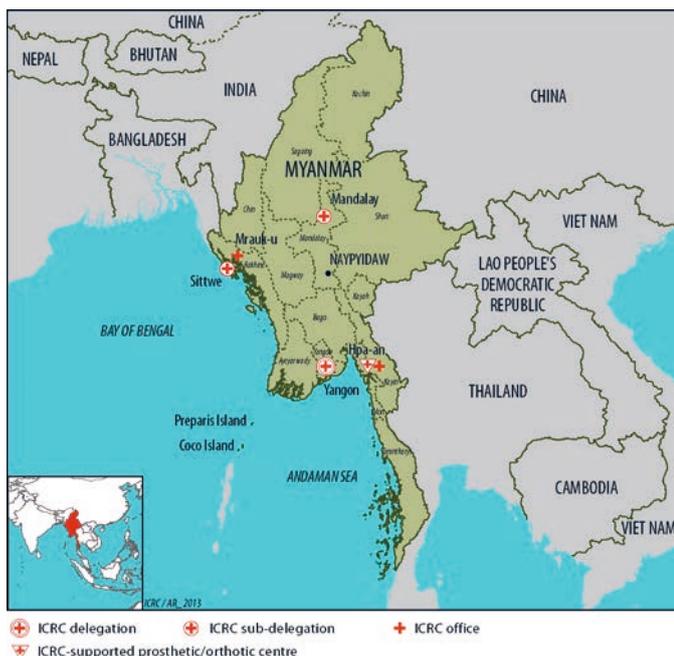
Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION		Total
CIVILIANS (residents, IDPs, returnees, etc.)		
Red Cross messages (RCMs)		
RCMs collected		112
RCMs distributed		214
Phone calls facilitated between family members		17
People located (tracing cases closed positively)		7

ASSISTANCE		Targets	Achieved
CIVILIANS (residents, IDPs, returnees, etc.)			
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)			
Food commodities	Beneficiaries		892
Essential household items	Beneficiaries	7,500	4,022
Cash	Beneficiaries		613
WOUNDED AND SICK			
Hospitals			
Hospitals supported	Structures		2
Physical rehabilitation			
Centres supported	Structures	2	2
Patients receiving services	Patients	900	630

# MYANMAR



## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ detainees in 17 prisons and labour camps benefited from visits conducted according to the ICRC's standard procedures, following an eight-year suspension of visits
- ▶ 4 hospitals in government- and armed opposition-controlled areas in Kachin state boosted their capacities to treat weapon-wounded patients through the provision of medical and surgical supplies
- ▶ Muslim and Rakhinese households earned income through agricultural input from and cash-for-work initiatives implemented by the ICRC, despite the organization facing some difficulties in securing acceptance in Rakhine state
- ▶ more disabled patients, including victims of landmines, accessed services at the 4 ICRC-supported physical rehabilitation centres, some with the help of Myanmar Red Cross Society outreach programmes and referrals
- ▶ high-level officials of the government and armed groups developed their dialogue with the ICRC on humanitarian issues concerning victims of conflict/violence and detainees
- ▶ during two seminars, senior police officials from throughout the country, as well as from Rakhine state, enhanced their understanding of international policing standards and crowd control practices

EXPENDITURE (in KCHF)	
Protection	3,633
Assistance	6,976
Prevention	1,166
Cooperation with National Societies	1,438
General	-
<b>Total</b>	<b>13,212</b>

of which: Overheads 806

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>84%</b>

PERSONNEL	
Mobile staff	29
Resident staff (daily workers not included)	165

The ICRC began working in Myanmar in 1986. It visits detainees, offers them family-links services and helps improve conditions in prisons; and promotes IHL and other internationally recognized standards and humanitarian principles. Working with the Myanmar Red Cross Society in most cases, it responds to the needs of communities in areas prone to armed conflict/other situations of violence. It supports health and hospital care and physical rehabilitation centres run by the Ministry of Health and the National Society to ensure quality services for mine victims and other disabled patients. It helps the Myanmar Red Cross build its operational capacities.

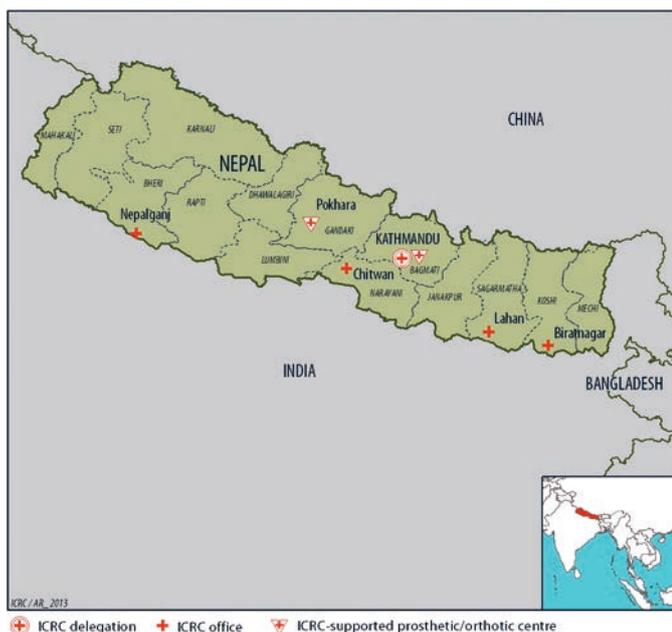
## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	123
RCMs distributed	124
People located (tracing cases closed positively)	25
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	20,918
Detainees visited and monitored individually	153
Number of visits carried out	22
Number of places of detention visited	18
<b>Restoring family links</b>	
RCMs collected	695
RCMs distributed	130
Phone calls made to families to inform them of the whereabouts of a detained relative	106

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Essential household items	Beneficiaries	26,000 / 28,153
Productive inputs	Beneficiaries	17,500 / 13,687
Cash	Beneficiaries	3,422
Work, services and training	Beneficiaries	5,282
Water and habitat activities	Beneficiaries	85,000 / 28,305
<b>Health</b>		
Health centres supported	Structures	183
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	6 / 16
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	200
<b>Physical rehabilitation</b>		
Centres supported	Structures	4 / 4
Patients receiving services	Patients	3,100 / 4,559
<b>Comments</b>		
Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.		

# NEPAL



The ICRC initially worked in Nepal out of its regional delegation in New Delhi, opening a delegation in Kathmandu in 2001. Since the May 2006 agreement between the government and the Communist Party of Nepal-Maoist, the ICRC has focused on: helping clarify the fate of missing persons and supporting their families; promoting full compliance with IHL; and improving medical care for the wounded and physical rehabilitation services for those in need. It works closely with and helps the Nepal Red Cross Society strengthen its operational capacities.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the authorities were encouraged to clarify the fate of persons missing in connection with past conflict, while in 25 districts, families of missing persons received support through a Nepal Red Cross Society/ICRC/NGO project
- ▶ forensic workers and officers from the Armed Police Force (APF) and the Nepal Police (NP) enhanced their ability to manage data on missing persons and human remains with National Society/ICRC support
- ▶ people injured during unrest/natural disasters received care from trained National Society and security forces first-responders, while over 60 medical specialists honed their emergency room trauma-management skills at courses
- ▶ cooperation with the Nepalese Army in IHL training for its officers resumed, while training on international human rights law for APF and NP officers took place on an ad hoc basis
- ▶ the National Society strengthened its emergency response capacities – particularly in the run-up to elections – by integrating its volunteers into district disaster-response teams countrywide and training first-responders

EXPENDITURE (in KCHF)	
Protection	661
Assistance	1,184
Prevention	766
Cooperation with National Societies	407
General	-

**3,018**

*of which: Overheads 184*

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>75%</b>

PERSONNEL	
Mobile staff	5
Resident staff (daily workers not included)	67

## YEARLY RESULT

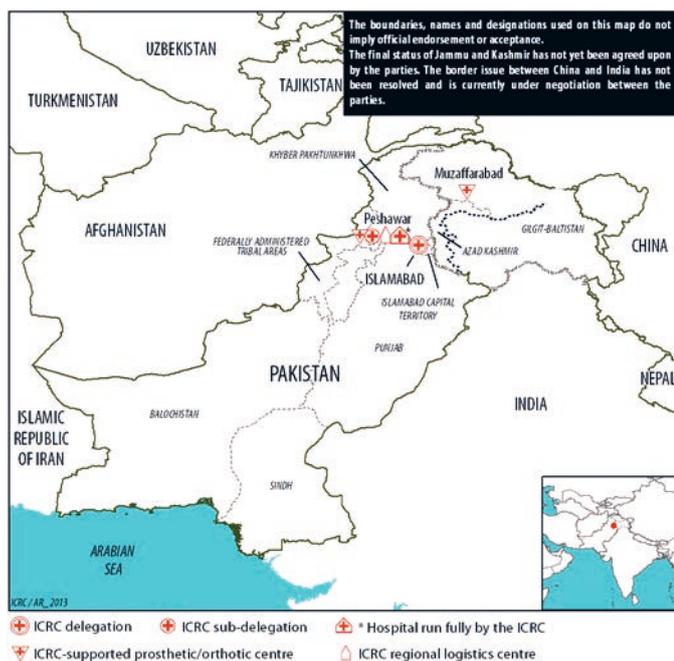
Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	41
RCMs distributed	43
People located (tracing cases closed positively)	29
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
Restoring family links	
RCMs collected	56
RCMs distributed	31

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Essential household items	Beneficiaries	3,725
Cash	Beneficiaries	4,366
Work, services and training	Beneficiaries	6
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures	36
Physical rehabilitation		
Centres supported	Structures	2
Patients receiving services	Patients	1,371

# PAKISTAN



The ICRC began working in Pakistan in 1981 to assist victims of the armed conflict in Afghanistan and continues to support operations there. Its dialogue with the authorities aims to encourage the provision of care for violence-affected people, particularly the weapon-wounded. It fosters discussions on the humanitarian impact of violence and on neutral and independent humanitarian action with the government, religious leaders and academics. It supports: rehabilitation services for the disabled and IHL instruction among the armed forces, while working with the Pakistan Red Crescent Society to provide primary health care and family-links services.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the government approved ICRC activities within the terms of the 1994 headquarters agreement, namely: cooperation with the Pakistan Red Crescent Society, IHL-promotion activities and logistical support to ICRC Afghan operations
- ▶ at the government's request, the ICRC initiated consultations on continuing activities outside the 1994 agreement, later submitting a draft annex updating the 1994 agreement to reflect current needs and proposed ICRC activities
- ▶ disabled people had much shorter waits to obtain quality prostheses/orthoses at ICRC-supported centres, which had, with the ICRC's technical support, improved work processes and increased production
- ▶ vulnerable populations learnt to reduce their exposure to risks of weapon contamination, following the resumption of Pakistani Red Crescent/ICRC mine-risk education activities
- ▶ the authorities received an ICRC report containing recommendations for protecting medical services, made by government, health and private sector representatives over the course of more than 20 consultations
- ▶ the air force, navy and a training institution for peacekeepers took steps to strengthen knowledge of IHL among their personnel, accepting/reviewing ICRC support/input for their training programmes

## EXPENDITURE (in KCHF)

Protection	1,521
Assistance	5,970
Prevention	4,188
Cooperation with National Societies	2,130
General	-

**13,808**

of which: Overheads 843

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>66%</b>
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## PERSONNEL

Mobile staff	17
Resident staff (daily workers not included)	352

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	557
RCMs distributed	1,427
Phone calls facilitated between family members	402
People located (tracing cases closed positively)	44

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Health</b>		
Health centres supported	Structures 6	6
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures 1	1
<b>Physical rehabilitation</b>		
Centres supported	Structures 4	4
Patients receiving services	Patients 18,300	16,836

# PHILIPPINES



ICRC / APR 2013  
 + ICRC delegation + ICRC sub-delegation + ICRC office

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ IDPs in Zamboanga, Filipino migrants returning from Malaysia and Typhoon Haiyan victims recovered from the effects of conflict/violence or natural disasters with emergency provisions of food, water and household items
- ▶ families affected by Typhoon Bopha in 2012 restored their livelihoods through various activities, including the community-based construction of 3,200 shelters under a cash-for-work initiative
- ▶ with ICRC support, 22 Philippine Red Cross Action Teams in conflict/violence-prone areas boosted their emergency response capacities, particularly in providing first aid and family-links services
- ▶ more detainees in Manila City Jail had their cases resolved speedily, which contributed to a 33% decrease in the number of people incarcerated there for over three years
- ▶ the Bureau of Jail Management and Penology and the Health Department introduced their improved national health information system in seven pilot jails, benefiting some 9,000 detainees
- ▶ the Philippines signed into law the Red Cross and Other Emblems Act, aimed at enhancing respect for and penalizing the misuse of the red cross emblem, and protecting humanitarian assistance during conflict/violence

## EXPENDITURE (in KCHF)

Protection	3,784
Assistance	42,922
Prevention	2,018
Cooperation with National Societies	2,534
General	-
<b>Total</b>	<b>51,259</b>

of which: Overheads 2,928

## IMPLEMENTATION RATE

Expenditure/yearly budget	89%
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## PERSONNEL

Mobile staff	55
Resident staff (daily workers not included)	272

In the Philippines, where the ICRC has worked since 1982, the delegation seeks to protect and assist civilians displaced or otherwise affected by armed clashes and other situations of violence, including on the southern islands of Mindanao. It acts as a neutral intermediary between opposing forces in humanitarian matters. It visits persons deprived of their freedom, particularly security detainees, and, with the authorities, aims to improve conditions in prisons, through direct interventions and prison reform. It works with the Philippine Red Cross to assist displaced people and vulnerable communities and promotes national IHL compliance and implementation.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

HIGH

## PROTECTION

	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	13
RCMs distributed	16
People located (tracing cases closed positively)	8
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	79,712
Detainees visited and monitored individually	1,025
Number of visits carried out	397
Number of places of detention visited	195
<b>Restoring family links</b>	
RCMs collected	18
RCMs distributed	5
Phone calls made to families to inform them of the whereabouts of a detained relative	163

## ASSISTANCE

	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries 665,715	659,725
Essential household items	Beneficiaries 637,335	610,339
Productive inputs	Beneficiaries 185,000	199,134
Cash	Beneficiaries	152,000
Work, services and training	Beneficiaries 196,000	12,444
Water and habitat activities	Beneficiaries 157,500	165,584

## Health

Health centres supported	Structures	8	1
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## WOUNDED AND SICK

Hospitals			
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Hospitals supported	Structures	17	23
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## Water and habitat

Water and habitat activities	Number of beds		200
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## Physical rehabilitation

Centres supported	Structures	1	1
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Patients receiving services	Patients		408
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## Comments

Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.

# SRI LANKA



ICRC/AR\_2013  
 + ICRC delegation    + ICRC-supported prosthetic/orthotic centre

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ detainees in prisons and rehabilitation centres benefited again from previously suspended ICRC visits aimed at monitoring their treatment and living conditions
- ▶ some 2,250 detainees in 3 prisons enjoyed better living conditions owing to the renovation of water facilities, wards and a kitchen
- ▶ dialogue developed between the authorities and the ICRC regarding missing persons and their families, resulting in the resumption of some ICRC tracing activities in the north
- ▶ 152 former weapon bearers released from rehabilitation centres and 650 households headed by women and disabled persons increased their incomes by restarting livelihoods with the help of cash grants
- ▶ vulnerable people in the northern and eastern provinces accessed drinking water and sanitation facilities despite delays in the implementation of Sri Lanka Red Cross Society/ICRC projects

EXPENDITURE (in KCHF)	
Protection	2,574
Assistance	1,087
Prevention	814
Cooperation with National Societies	438
General	-
	<b>4,913</b>

of which: Overheads 300

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>93%</b>

PERSONNEL	
Mobile staff	10
Resident staff (daily workers not included)	68

The ICRC has worked in Sri Lanka since 1989. Operations focus on assisting civilians affected by the past armed conflict; visiting detainees; enabling family members to remain in touch; supporting the Sri Lanka Red Cross Society in helping boost the economic security of returnees, former detainees and particularly vulnerable residents; improving access to physical rehabilitation facilities; and supporting military training in IHL.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	18
RCMs distributed	126
Phone calls facilitated between family members	80
People located (tracing cases closed positively)	55
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited and monitored individually	834
Number of visits carried out	53
Number of places of detention visited	27
Restoring family links	
RCMs collected	157
RCMs distributed	25
Phone calls made to families to inform them of the whereabouts of a detained relative	50

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Cash	Beneficiaries	3,200    615
Water and habitat activities	Beneficiaries	31,500    12,985
<b>WOUNDED AND SICK</b>		
Physical rehabilitation		
Centres supported	Structures	1    1
Patients receiving services	Patients	1,000    1,573
Comments		
Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.		

# BANGKOK (regional)

COVERING: Cambodia, Lao People's Democratic Republic (Lao PDR), Thailand, Viet Nam



ICRC regional delegation + ICRC office ICRC-supported prosthetic/orthotic centre

Having first established a presence in Thailand in 1975 to support its operations in Cambodia, the Lao People's Democratic Republic and Viet Nam, the ICRC promotes the ratification and implementation of IHL treaties and IHL integration into military training regionwide. It raises awareness of humanitarian issues and supports National Societies in developing their capacities in IHL promotion, family-links services and emergency response. It seeks to protect and assist vulnerable populations in Thailand and Lao People's Democratic Republic, visits detainees in Thailand and in Cambodia, where it supports the authorities in improving prison management, and helps meet the need for prostheses.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ in the Lao People's Democratic Republic, 1,100 detainees in 1 facility accessed safe drinking water from a reliable source following a first-ever ICRC water improvement project
- ▶ Cambodian ministries concerned/other stakeholders continued to identify ways to tackle the causes and consequences of prison overcrowding, including by training peer educators to conduct hygiene-promotion sessions
- ▶ disabled patients at 2 Cambodian physical rehabilitation centres advanced their social reintegration by joining wheelchair basketball teams and enrolling in vocational courses
- ▶ more people in Cambodia and the Lao People's Democratic Republic, and foreign detainees held in Thailand, restored or maintained contact with their relatives through the expansion of the Movement's family-links services
- ▶ Lao government officials broadened their understanding of humanitarian principles, IHL and the ICRC during a Lao Red Cross/ICRC round-table
- ▶ the Thai Education Ministry and the Thai Red Cross Society assumed full responsibility for the Exploring Humanitarian Law programme, aimed at teaching secondary school students about humanitarian principles and IHL

EXPENDITURE (in KCHF)	
Protection	4,360
Assistance	3,636
Prevention	2,808
Cooperation with National Societies	987
General	861

**12,651**

of which: Overheads 772

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>89%</b>

PERSONNEL	
Mobile staff	41
Resident staff (daily workers not included)	109

PROTECTION	Total
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	64,129
Detainees visited and monitored individually	555
Number of visits carried out	122
Number of places of detention visited	63
<b>Restoring family links</b>	
RCMs collected	705
RCMs distributed	363
Phone calls made to families to inform them of the whereabouts of a detained relative	412

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	125
Essential household items	Beneficiaries	384
Productive inputs	Beneficiaries	360
<b>WOUNDED AND SICK</b>		
<b>Physical rehabilitation</b>		
Centres supported	Structures	3
Patients receiving services	Patients	11,063

### Comments

Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.

# BEIJING (regional)

COVERING: China, Democratic People's Republic of Korea, Mongolia, Republic of Korea



Present in the region since 1987, the ICRC moved its regional delegation for East Asia to Beijing in 2005. The delegation fosters support for humanitarian principles, IHL and ICRC activities in the region and worldwide, among governments, experts and National Societies. It promotes the incorporation of IHL into national legislation, military training and academic curricula. It supports the region's National Societies in developing their IHL promotion and tracing activities. In the Democratic People's Republic of Korea, in partnership with the National Society, it supports hospital care and contributes to meeting the need for affordable, good-quality prostheses.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ authorities in the region, including those at the highest level, expressed interest in developing their partnership with the ICRC, confirming existing projects and considering new areas of cooperation, including in the Korean Peninsula
- ▶ Chinese authorities refined their understanding of prison management at seminars on health in places of detention and on study tours to detention facilities abroad
- ▶ Chinese military officials learnt more about applying IHL in military operations and planning at a training course organized with the ICRC
- ▶ in the Democratic People's Republic of Korea, patients in selected provincial hospitals benefited from orthopaedic treatment standards and facilities improved under extended Health Ministry/National Society/ICRC cooperation
- ▶ by developing its training packages and participating in high-level fora, the Red Cross Society of China boosted its capacity to address the needs of vulnerable people and to promote IHL/humanitarian principles and its own role

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

HIGH

ASSISTANCE	Targets	Achieved	
<b>WOUNDED AND SICK</b>			
<b>Hospitals</b>			
Hospitals supported	Structures	4	5
<b>Water and habitat</b>			
Water and habitat activities	Number of beds		3,223
<b>Physical rehabilitation</b>			
Centres supported	Structures	4	3
Patients receiving services	Patients		957

## EXPENDITURE (in KCHF)

Protection	913
Assistance	3,576
Prevention	3,164
Cooperation with National Societies	1,500
General	-

**9,154**

of which: Overheads 559

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>90%</b>
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## PERSONNEL

Mobile staff	21
Resident staff (daily workers not included)	39

# JAKARTA (regional)

COVERING: Indonesia, Timor-Leste, Association of Southeast Asian Nations



ICRC / AR, 2013

ICRC regional delegation    ICRC office

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ in Indonesia, the authorities and the ICRC continued discussions on formalizing the ICRC's presence and scope of activities there, with visits to detainees and cooperation with detaining authorities remaining on hold in the process
- ▶ the joint Indonesia/Timor-Leste ministerial commission made no progress in addressing the issue of persons unaccounted for in connection with the 1975-99 situation in East Timor
- ▶ in Timor-Leste, families of missing persons found some closure upon the recovery of their relatives' remains and/or through the construction of memorials
- ▶ while continuing to enhance their family-links capacities through training initiatives, the Indonesian and Timorese Red Cross Societies moved slowly towards establishing/offering services at the border between the two countries
- ▶ the Indonesian authorities/armed forces and other key actors built up their knowledge of humanitarian principles and IHL and other applicable norms, as well as their incorporation in military decision-making, at ICRC sessions/events

EXPENDITURE (in KCHF)	
Protection	1,031
Assistance	-
Prevention	1,832
Cooperation with National Societies	617
General	-

**3,480**

of which: Overheads 212

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>82%</b>

PERSONNEL	
Mobile staff	8
Resident staff (daily workers not included)	52

The ICRC established a presence in Indonesia in 1979 and in Timor-Leste following its independence in 2002. Regionwide, the ICRC supports the National Societies in boosting their emergency response capacities. The ICRC cooperates with the authorities to improve penitentiary standards, while seeking to visit detainees and monitor conditions. It works with the armed forces (and the police in Indonesia) to promote the inclusion of IHL and other applicable norms in their training. It maintains dialogue with ASEAN and other regional bodies and conducts activities with universities to further IHL instruction. In Timor-Leste, it provides support to families of missing persons.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	45
RCMs distributed	35
People located (tracing cases closed positively)	7
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	339
Number of visits carried out	1
Number of places of detention visited	1
Restoring family links	
RCMs distributed	1

# KUALA LUMPUR (regional)

COVERING: Brunei Darussalam, Japan, Malaysia, Singapore



Having worked in Malaysia since 1972, the ICRC established a regional delegation in Kuala Lumpur in 2001 and an independent mission in Japan in 2012. It works with governments and National Societies to promote IHL and humanitarian principles and to gain support for its activities. In Malaysia, the ICRC visits detainees, including detained migrants, and works with authorities to address issues identified during those visits. It enables detained migrants to contact their families. The regional resource centre supports delegations in East and South-East Asia and the Pacific in promoting IHL and strengthening support for the ICRC and Movement cooperation.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ detainees in Malaysian immigration centres and prisons benefited from ICRC visits, and from recommendations on their treatment and living conditions given to the authorities, with most minors moving to a new dedicated facility
- ▶ separated family members, including detained migrants, reconnected with their relatives using Movement family-links services, such as RCMs and oral messages relayed by ICRC delegates
- ▶ in Malaysia, about 40 prison managers and health care personnel added to their knowledge and skills related to health care in custodial settings at 2 seminars organized by the Prison Department and the ICRC
- ▶ Japan's highest authorities, Japanese Red Cross Society representatives and the ICRC's president reaffirmed the high level of trust, cooperation and dialogue on humanitarian issues between Japan and the ICRC
- ▶ the Royal Malaysian Police force enhanced its capacities in public order management through ICRC training for its instructors and briefings for over 200 senior officers
- ▶ in Malaysia, political developments led to the delay/cancellation of some activities, including visits to detainees and Malaysian Red Crescent Society/ICRC initiatives for migrants in Sabah

EXPENDITURE (in KCHF)	
Protection	1,474
Assistance	-
Prevention	1,977
Cooperation with National Societies	445
General	218

**4,114**

of which: Overheads 251

IMPLEMENTATION RATE	
Expenditure/yearly budget	96%

PERSONNEL	
Mobile staff	13
Resident staff (daily workers not included)	33

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	72
RCMs distributed	137
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	17,946
Detainees visited and monitored individually	672
Number of visits carried out	29
Number of places of detention visited	15
<b>Restoring family links</b>	
RCMs collected	128
RCMs distributed	27
Phone calls made to families to inform them of the whereabouts of a detained relative	1,035

# NEW DELHI (regional)

COVERING: Bhutan, India, Maldives



ICRC/AR\_2013  
ICRC regional delegation

The regional delegation in New Delhi opened in 1982. It works with the armed forces, universities, civil society and the media in the region to promote broader understanding and implementation of IHL and to encourage respect for humanitarian rules and principles. The ICRC visits people arrested and detained in connection with the situation in Jammu and Kashmir (India). With the Indian Red Cross Society, it seeks to assist civilians affected by violence. It supports the development of the region's Red Cross and Red Crescent Societies.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ while detainees held in relation to the situation in Jammu and Kashmir, India, continued to receive ICRC visits, prison and health authorities there discussed steps on improving health care for inmates
- ▶ a limited number of violence-affected communities in Chhattisgarh, India, benefited from ICRC health care services and water improvement projects, which ended in June at the government's request
- ▶ with ICRC support, the Indian Red Cross Society strengthened some of its capabilities to provide family-links services; however, only a few migrants benefited from such services
- ▶ various academic and legal institutions and organizations worked with the ICRC to raise awareness of humanitarian issues and IHL among members of civil society and government representatives throughout the region
- ▶ at a workshop co-organized by the Indian Armed Forces, senior military officers discussed the need to ensure unhindered delivery of health care services to violence-affected populations
- ▶ the Maldivian Red Crescent, with volunteers trained in the Safer Access Framework and equipped with first-aid kits, stood ready to provide medical assistance during tensions in the run-up to the elections

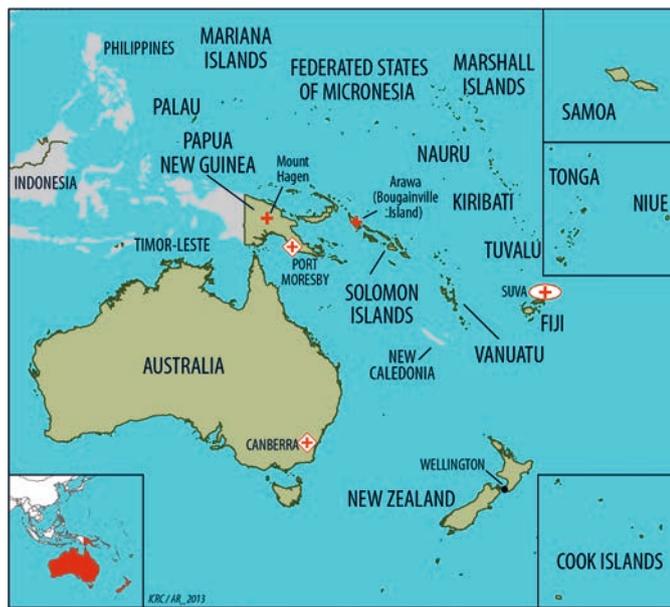
EXPENDITURE (in KCHF)	
Protection	2,679
Assistance	4,619
Prevention	2,346
Cooperation with National Societies	1,104
General	-
	<b>10,747</b>
	<i>of which: Overheads 656</i>
IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>75%</b>
PERSONNEL	
Mobile staff	26
Resident staff (daily workers not included)	178

PROTECTION	Total
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	451
Detainees visited and monitored individually	411
Number of visits carried out	30
Number of places of detention visited	17
<b>Restoring family links</b>	
RCMs collected	1
RCMs distributed	10
Phone calls made to families to inform them of the whereabouts of a detained relative	8

ASSISTANCE	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>			
Food commodities	Beneficiaries	420	
Essential household items	Beneficiaries	6,000	1,772
Productive inputs	Beneficiaries	6,300	656
Cash	Beneficiaries		388
Vouchers	Beneficiaries	2,100	
Water and habitat activities	Beneficiaries	10,000	3,064
<b>Health</b>			
Health centres supported	Structures	2	4
<b>WOUNDED AND SICK</b>			
<b>Physical rehabilitation</b>			
Centres supported	Structures	4	5
Patients receiving services	Patients	900	1,422

# SUVA (regional)

**COVERING:** Australia, Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, New Zealand, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu and autonomous states, territories and colonies of the Pacific



ICRC regional delegation ICRC mission ICRC office/presence

Since 2001, ICRC operations in the Pacific have been carried out by the Suva regional delegation. With the National Societies, it assists governments in ratifying and implementing IHL treaties and promotes respect for IHL and other international norms among armed and security forces, as well as among academic circles, the media and civil society. The ICRC works to ensure that victims of violence in Papua New Guinea receive emergency aid and medical care, while it visits detainees there and elsewhere in the region. It helps National Societies build their emergency response capacities.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ detainees benefited from ICRC visits, recommendations and assistance programmes, which in particular improved the water supply in the women's ward of a facility in Papua New Guinea
- ▶ violence-affected communities in the Papua New Guinea Highlands region met some basic needs with Papua New Guinea Red Cross Society/ICRC support
- ▶ Pacific States ratified/implemented IHL-related treaties, including the Convention on Cluster Munitions, Additional Protocol III, and the Hague Convention on Cultural Property, with 8 States signing the Arms Trade Treaty
- ▶ military experts from 20 countries discussed how to protect medical services at a workshop hosted by the Australian authorities, as well as at pre-workshop events with the ICRC
- ▶ Pacific Island National Societies, supported by the Australian and New Zealand National Societies, the International Federation and the ICRC, became more adept at first aid, restoring family links and the Safer Access Framework

### EXPENDITURE (in KCHF)

Protection	886
Assistance	1,612
Prevention	1,915
Cooperation with National Societies	1,278
General	-

**5,691**

of which: Overheads 347

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>107%</b>
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### PERSONNEL

Mobile staff	10
Resident staff (daily workers not included)	24

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	44
RCMs distributed	47
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	4,299
Detainees visited and monitored individually	55
Number of visits carried out	45
Number of places of detention visited	24
<b>Restoring family links</b>	
RCMs collected	72
RCMs distributed	37
Phone calls made to families to inform them of the whereabouts of a detained relative	9

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Essential household items	Beneficiaries	5,000 / 8,075
Water and habitat activities	Beneficiaries	6,000 / 1,410
<b>Health</b>		
Health centres supported	Structures	5

# EUROPE AND THE AMERICAS



## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ conflict-affected people, mainly in Armenia, Azerbaijan, Colombia and Georgia, and migrants in North/Central America and Europe improved their situation with assistance from the National Societies/ICRC and other partners
- ▶ detainees/internees in 30 contexts benefited from: ICRC visits to monitor their detention conditions; family contact; technical support to and dialogue with the authorities, including on prison health care and medical ethics
- ▶ families, including of migrants, welcomed ongoing work with governments and experts to clarify the fate of missing relatives, including on 16,200 unresolved cases related to conflicts in the Balkans and Nagorny Karabakh
- ▶ after its adoption by the UN General Assembly in April, 66 countries in the region signed the Arms Trade Treaty, to which the ICRC had contributed IHL-related language, with 7 of them ratifying it during the year
- ▶ the region's National Societies, including those operating outside their own countries, worked with the ICRC to respond to humanitarian needs, including of people injured during emergencies and migrants
- ▶ in a few contexts, the ICRC adapted its operations to constraints or changes in the situation, reducing/suspending some activities in the northern Caucasus (Russian Federation) and terminating visits to detainees in Uzbekistan

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	416
RCMs distributed	347
Phone calls facilitated between family members	13,044
People located (tracing cases closed positively)	962
People reunited with their families	189
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	178,378
Detainees visited and monitored individually	2,883
Number of visits carried out	801
Number of places of detention visited	292
Restoring family links	
RCMs collected	1,596
RCMs distributed	1,117
Phone calls made to families to inform them of the whereabouts of a detained relative	216

EXPENDITURE (in KCHF)	
Protection	40,555
Assistance	46,472
Prevention	35,466
Cooperation with National Societies	12,510
General	608
	<b>135,612</b>
	<i>of which: Overheads 8,272</i>

ASSISTANCE	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)	
Food commodities	Beneficiaries 47,960
Essential household items	Beneficiaries 98,186
Productive inputs	Beneficiaries 20,255
Cash	Beneficiaries 29,039
Vouchers	Beneficiaries 3
Work, services and training	Beneficiaries 65,276
Water and habitat activities	Beneficiaries 329,414
Health	
Health centres supported	Structures 79
<b>WOUNDED AND SICK</b>	
Hospitals	
Hospitals supported	Structures 33
Water and habitat	
Water and habitat activities	Number of beds 4,398
Physical rehabilitation	
Centres supported	Structures 12
Patients receiving services	Patients 20,508

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>95%</b>
<b>PERSONNEL</b>	
Mobile staff	233
Resident staff (daily workers not included)	1,358



**EUROPE DELEGATIONS**

- Armenia
- Azerbaijan
- Georgia
- Kyrgyzstan

**EUROPE REGIONAL DELEGATIONS**

- Europe
- Moscow
- Tashkent
- Western Balkans
  
- Brussels
- London
- Paris

**THE AMERICAS DELEGATIONS**

- Colombia
- Haiti

**THE AMERICAS REGIONAL DELEGATIONS**

- Brasilia
- Caracas
- Lima
- Mexico City
- Washington
  
- New York

 ICRC delegation  
  ICRC regional delegation  
  ICRC mission



Rodrigo ABD / ICRC

## EUROPE AND THE AMERICAS

In 2013, the ICRC's priorities were to help strengthen the protection of and provide assistance to people affected by armed conflicts or other situations of violence, including by helping to clarify the fate of people unaccounted for from past and current conflicts. The organization stepped up its efforts to assist vulnerable migrants, particularly in Central America, Europe and Mexico. It contributed to ensuring that people deprived of their freedom benefited from treatment and living conditions conforming to internationally recognized standards, and to enhancing respect for the applicable judicial guarantees/procedural safeguards. In parallel, State institutions received support in improving their response to humanitarian needs.

In some cases, such as the multidisciplinary violence-mitigation project in *favelas* in Rio de Janeiro (Brazil) and the Exploring Humanitarian Law programme in Serbia, the ICRC wound up its programmes and handed them over to the authorities, the National Society or other local partners, ensuring their sustainability. In other instances, the ICRC had to suspend or scale back its operations owing to constraints or changes in the situation. For example, it reduced its operational presence in the northern Caucasus (Russian Federation) to adapt to the prevailing circumstances, and terminated visits to detainees in Uzbekistan as it was unable to work according to its standard procedures.

National Societies were the ICRC's main operational partners, notably in the Bolivarian Republic of Venezuela (hereafter Venezuela), Colombia, Mexico and Tajikistan. They benefited from ICRC support for their capacity-building efforts, particularly regarding emergency preparedness, the Safer Access Framework, restoring family links and IHL dissemination. In coordination with the International Federation, the ICRC helped National Societies adapt and, where needed, restructure their legal bases and organizational set-ups in line with Movement requirements. With National Societies operating outside their respective countries, such as those from North America and Western Europe, the ICRC further developed cooperation on enhancing emergency response capacities in violence-affected countries.

Given the frequent involvement of armed forces in law enforcement operations, particularly in Latin America, dialogue with armed and security forces emphasized legal standards for the use of force. The ICRC also continued to promote the integration of IHL into military doctrine, operating procedures and manuals, and developed training in international human rights norms and humanitarian principles for both the police and armed forces, often helping them to build their own capacities to conduct such training. In its contacts with armed groups, it similarly strove to reinforce their familiarity with IHL and other relevant norms and to reiterate humanitarian concerns.

Discussions with military units deployed abroad, such as those of France, the United Kingdom of Great Britain and Northern Ireland, and the United States of America (hereafter US), highlighted the protection due to civilians and those arrested/captured. In parallel, ICRC interaction with UN peacekeepers and with the command structures and field personnel of organizations such as the Collective Security Treaty Organization and NATO focused on respect for IHL.

In line with the objectives of the Health Care in Danger project, the ICRC raised awareness among authorities and key civil society stakeholders of the need to protect medical personnel/structures and patients during emergencies. Briefings for weapon bearers also emphasized this issue and helped facilitate safe access by medical/humanitarian workers to victims.

During some 800 visits to nearly 300 places of detention region-wide, conducted according to standard ICRC procedures, ICRC delegates monitored the treatment and living conditions of over 178,000 detainees/internees, enabled them to communicate with their relatives through RCMs and phone/video calls, and provided confidential feedback to the authorities on improving detention conditions where necessary.

Policy-makers, forensic experts and NGOs took on board the ICRC's inputs and strengthened their capacities to handle and identify human remains, collect and manage data, and provide psychosocial support to families of missing persons.

With ICRC guidance, governments made progress towards the ratification of/accession to IHL treaties, including the Arms Trade Treaty, and their domestic implementation. Activities geared towards academia, mass media and the general public, such as events related to the "150 years of humanitarian action" initiative, helped promote and develop IHL and fostered understanding and acceptance of the organization's neutral, impartial and independent humanitarian action. With National Societies, the ICRC continued to collect information on relevant national practice to update its customary IHL database.

Through its delegations in Brussels (Belgium), Caracas (Venezuela), Moscow (Russian Federation), New York (US), Paris (France) and Washington (US), the ICRC shared its views on humanitarian concerns with intergovernmental organizations such as the Caribbean Community, the Commonwealth of Independent States, the European Union, the Organization of American States and UN bodies. It notably provided input on IHL-related language for the Arms Trade Treaty, which was adopted by the UN General Assembly in April.

The ICRC coordinated its activities with Movement partners, UN agencies and other humanitarian players to ensure the efficient delivery of aid, maximize impact, identify unmet needs and avoid duplication.

## THE AMERICAS

In its field operations, the ICRC combined protection, assistance and prevention approaches to help people affected by conflict or violence cope with their situation. Among the beneficiaries were people affected by the armed conflict in Colombia, including those suffering its spillover effects in the border regions of neighbouring

countries; people affected by fighting in Peru's Apurimac-Ene y Mantaro Valley; and victims of violence throughout the region, including migrants exposed to the risk of abuse along their route.

In Colombia, the ICRC worked with the authorities to improve their capacities to address the needs of conflict/violence-affected people; this contributed to better access to State assistance for IDPs. Some 45,000 people benefited from direct assistance in cash or kind, while agricultural implements and other productive inputs helped several thousand people sustainably restore/improve their livelihoods. Together with the Colombian Red Cross, delegates worked to raise awareness of and mobilize State action on weapon contamination, and helped victims of sexual violence obtain access to medical treatment. As a neutral intermediary, the ICRC facilitated access to and the delivery of health care services, the release of people held by armed groups, and the transport of negotiators in the peace process between the Colombian government and the Revolutionary Armed Forces of Colombia – People's Army.

ICRC-supported projects, often implemented by National Societies, for example in El Salvador, Guatemala, Honduras and Mexico, bolstered the capacities of communities in violence-prone areas and of State institutions to mitigate the effects of violence and respond to its humanitarian consequences. Community members in Chile and northern Paraguay acquired first-aid skills, while the Venezuelan Red Cross organized medical missions in border areas with material/logistical support. In the *favelas* of Rio de Janeiro, local partners started replicating similar activities after the ICRC pilot project came to an end in December. In Medellín, Colombia, livelihood training and employment assistance helped residents deal with the economic impact of violence. In Ecuador, Haiti, Honduras, Panama and Peru, improved water-supply facilities and hygiene practices helped reduce health risks in remote communities and alleviated the impact of violence on their access to basic services.

The Mexican authorities received recommendations for improving living conditions for migrants in retention centres, while repair/rehabilitation work improved migrants' living conditions in shelters. The support provided to National Societies enhanced their response to the needs of migrants bound for the US, particularly in terms of health care and family-links services. Boosting efforts to determine the fate or whereabouts of missing persons, including migrants, the ICRC provided training and technical advice to State institutions and forensic experts, including in Argentina and Chile, and facilitated regional coordination on this issue.

The ICRC also sought to improve the protection of vulnerable people by disseminating IHL and other relevant norms among the region's military and security forces and encouraging the integration of these norms into their doctrine, training and operations. Such activities – for instance, joint training for police and defence personnel in several Caribbean countries – emphasized compliance with internationally recognized standards for the use of force, including in cases of arrests/detention.

Acting on findings from visits to detainees/internees in 12 countries, the ICRC engaged in confidential dialogue with the authorities, providing recommendations as necessary. Discussions

with US government representatives emphasized the humanitarian needs of internees at the US internment facility at the Guantanamo Bay Naval Station in Cuba and concerns related to medical ethics, particularly during hunger strikes, as well as the US' residual responsibility for inmates previously in its custody. Although progress remained slow owing to other government priorities, the ICRC backed penitentiary reform efforts, including health care initiatives, in Haiti. In El Salvador, it provided direct support and helped mobilize international bodies to address problems related to poor living conditions in prisons.

## EUROPE AND CENTRAL ASIA

ICRC operations focused on the needs of people affected by past or low-intensity armed conflicts and ongoing violence, and of vulnerable migrants. As the situation evolved, the organization adapted its approach in some contexts.

In Tajikistan, households affected by past clashes spurred their economic recovery through income-generating projects using ICRC grants. Medical supplies and training helped health facilities in affected areas handle emergency cases, while training in Kazakhstan and Uzbekistan prepared health professionals to respond to emergencies. Civilians in Armenia and Azerbaijan affected by the unresolved Nagorny Karabakh conflict, and families in Georgia still recovering from the effects of past conflicts, developed/started livelihood activities with ICRC assistance. Water-supply and shelter rehabilitation projects also improved their living conditions and safety. Despite reducing and, in some cases, suspending its humanitarian activities in the northern Caucasus, the ICRC was still able to assist some of the most vulnerable people affected by past conflicts. The beneficiaries included victims of mines/explosives remnants of war, while technical and financial support helped governments/National Societies carry out mine-awareness and victim-assistance programmes in the Caucasus, Central Asia and the Western Balkans.

As a neutral intermediary, the ICRC helped people in Georgia obtain medical treatment or reunite with family members across the Abkhaz and South Ossetian administrative boundary lines. It facilitated family contact for POWs and civilian internees in Armenia and Azerbaijan, the repatriation of civilian internees to Armenia and the recovery of human remains from the no-man's-land.

As part of its efforts to clarify the fate of missing persons, the ICRC facilitated meetings of a working group in Kosovo<sup>1</sup> and Serbia, and of two coordination mechanisms involving Georgia, the Russian Federation and representatives of the *de facto* authorities of Abkhazia and South Ossetia. A new working group, in which it participated as an observer, paved the way for increased coordination between Croatian and Serbian government representatives on this issue. Dialogue within the framework of these mechanisms resulted in the recovery and identification of human remains and their handover to the families for proper burial. In Bosnia and Herzegovina, the efforts of all concerned led to the resolution of 649 cases of missing persons; however, over 11,600 such cases remained unresolved throughout the Western Balkans. In Armenia and Azerbaijan, preparations continued for DNA-sample collection from families to help clarify the fate

of 4,603 people remaining unaccounted for in relation to the Nagorny Karabakh conflict.

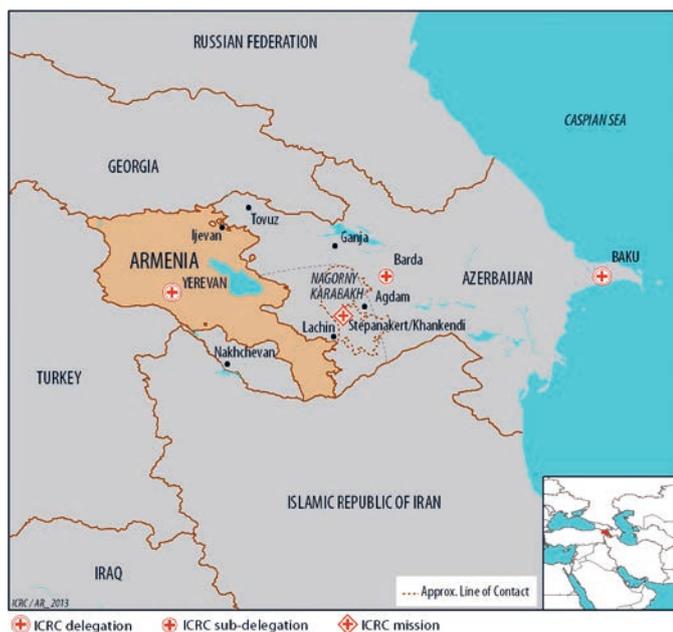
In coordination with Movement partners, the ICRC sought to develop dialogue with policy-makers in Europe and with regional bodies regarding the situation of vulnerable migrants. It also disseminated information about the Movement's family-links services. Movement meetings and peer-to-peer support between National Societies helped strengthen such services for migrants; in Greece, the ICRC temporarily took over the implementation of family-links activities from the Hellenic Red Cross.

People detained/interned in 18 contexts, including migrants, people detained on security-related charges, and people held in European countries under the authority of international tribunals received ICRC visits. Drawing on ICRC technical support, the authorities in Kyrgyzstan continued to facilitate TB screening and treatment for inmates; meanwhile, those in Georgia sustained the implementation of a primary health care programme in prisons, which was initiated with ICRC support in 2011.

In the Western Balkans, the ICRC was able to reduce or phase out direct support to several National Societies that had demonstrated their capacities to conduct humanitarian activities independently. It provided support to the Ukrainian Red Cross, which administered first aid and evacuated the wounded after protests broke out in Kiev in November.

1. UN Security Council Resolution 1244

# ARMENIA



The ICRC has been working in Armenia since 1992 in relation to the Nagorny Karabakh armed conflict. It focuses on the issue of missing persons and on detainees held for conflict-related or security reasons, and works to protect and assist communities living along the international border with Azerbaijan. It promotes the national implementation of IHL and its integration into the armed and security forces' doctrine, training and sanctions and into academic curricula. The ICRC works in partnership with and aims to help strengthen the capacities of the Armenian Red Cross Society.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ with the ICRC acting as a neutral intermediary, two civilian internees were voluntarily repatriated from Azerbaijan and two POWs held in Armenia and Azerbaijan respectively were able to maintain contact with their families
- ▶ over 1,000 conflict-affected families in the Tavush border region improved food production and access to water owing to ICRC water and livelihood-assistance projects
- ▶ civilians living in exposed villages along the international border shared their conflict-related concerns with the ICRC for follow-up with the relevant authorities
- ▶ preparations continued for a DNA-sample collection project to help clarify the fate of people missing in relation to the Nagorny Karabakh conflict
- ▶ families of missing persons accessed comprehensive support from the ICRC/ local partners/the Armenian Red Cross Society by way of home visits, information sessions and workshops addressing their psychosocial needs
- ▶ senior officers and troops stationed along the international border and those bound for peacekeeping missions abroad learnt more about IHL and ICRC activities during dissemination sessions

## EXPENDITURE (in KCHF)

Protection	463
Assistance	1,054
Prevention	475
Cooperation with National Societies	235
General	-

**2,228**

of which: Overheads 136

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>102%</b>
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## PERSONNEL

Mobile staff	4
Resident staff (daily workers not included)	30

## YEARLY RESULT

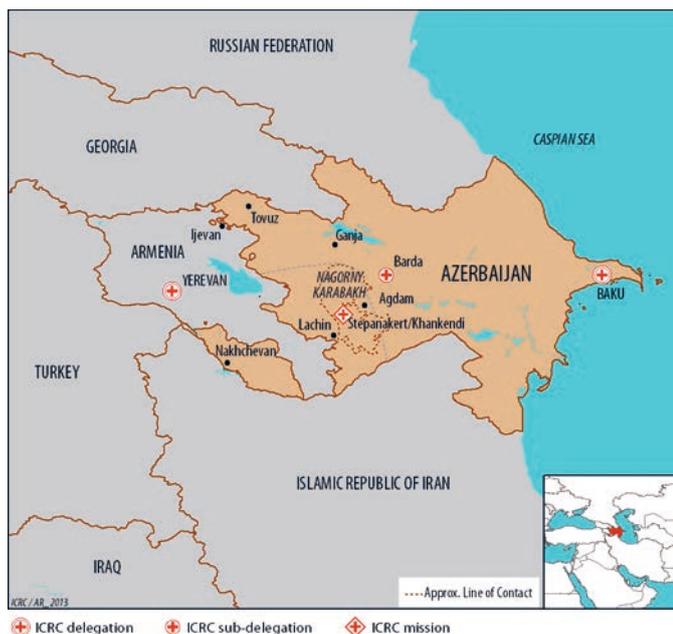
Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	16
RCMs distributed	21
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited and monitored individually	6
Number of visits carried out	10
Number of places of detention visited	4
<b>Restoring family links</b>	
RCMs collected	7
RCMs distributed	14

ASSISTANCE	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>			
Productive inputs	Beneficiaries	480	4,007
Cash	Beneficiaries	40	199
Work, services and training	Beneficiaries	80	
Water and habitat activities	Beneficiaries	300	2,799

# AZERBAIJAN



The ICRC has been working in Azerbaijan since 1992 in relation to the Nagorno Karabakh armed conflict. It focuses on the issue of missing persons and on detainees held for conflict-related or security reasons, and works to protect and assist communities living along the Line of Contact and the international border with Armenia. It promotes implementation of IHL and its integration into armed and security forces' training and into academic curricula. The ICRC works in partnership with and aims to help strengthen the capacities of the Red Crescent Society of Azerbaijan.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ with the ICRC acting as a neutral intermediary, two civilian internees were voluntarily repatriated to Armenia and the remains of one mine victim were recovered along the international border with Armenia
- ▶ through National Society, British Red Cross and ICRC support, vulnerable communities benefited from livelihood assistance and infrastructure repairs, some of which took place under ICRC-obtained temporary security agreements
- ▶ Azerbaijani authorities and *de facto* Nagorno Karabakh authorities approved a DNA collection project for clarifying the fate of people missing in relation to the Nagorno Karabakh conflict, and identified storage sites for the samples
- ▶ families of missing persons accessed comprehensive support from the ICRC/ local partners by way of home visits, information sessions and workshops addressing their psychosocial needs
- ▶ the Ministry of Defence postponed the annual IHL workshops for senior officers owing to the perspective participants' lack of availability

## EXPENDITURE (in KCHF)

Protection	2,027
Assistance	4,465
Prevention	750
Cooperation with National Societies	282
General	-

**7,523**

of which: Overheads **459**

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>103%</b>
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## PERSONNEL

Mobile staff	13
Resident staff (daily workers not included)	69

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	33
RCMs distributed	54
Phone calls facilitated between family members	47
People located (tracing cases closed positively)	12
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	10,827
Detainees visited and monitored individually	147
Number of visits carried out	48
Number of places of detention visited	20
<b>Restoring family links</b>	
RCMs collected	77
RCMs distributed	42
Phone calls made to families to inform them of the whereabouts of a detained relative	76

ASSISTANCE	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>			
Food commodities <sup>1</sup>	Beneficiaries	1,400	2,419
Essential household items <sup>1</sup>	Beneficiaries	1,400	2,539
Productive inputs	Beneficiaries	6,250	
Cash	Beneficiaries	2,310	2,871
Work, services and training	Beneficiaries		15,363
Water and habitat activities	Beneficiaries	15,000	9,592

1. Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period

# GEORGIA



The ICRC has been present in Georgia since 1992. It supports the families of missing persons and works to protect and assist displaced people and other vulnerable groups in conflict-affected regions. It visits detainees throughout Georgia, including in South Ossetia, and provides expertise on health-related issues in places of detention. It promotes the national implementation of IHL and its integration into armed and security forces' doctrine, training and sanctions and into academic curricula. The ICRC helps strengthen the capacities of the Red Cross Society of Georgia.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ people crossed Abkhaz and South Ossetian administrative boundary lines to obtain urgent medical attention or reunite with family members, with the ICRC acting as a neutral intermediary to facilitate their safe passage
- ▶ through the bipartite coordination mechanisms for persons missing in relation to the Georgia-Abkhaz conflict, 64 sets of human remains were exhumed in Abkhazia, with 7 sets of remains being identified
- ▶ detainees in Georgia proper and South Ossetia benefited from ICRC visits to monitor their conditions, as well as family visits and, in Georgia proper, a primary health care programme extended to 4 additional places of detention
- ▶ without acceptance by the *de facto* Abkhaz authorities of the ICRC's standard procedures, visits to people held in Abkhazia remained suspended, with some family-links services for detainees continuing
- ▶ vulnerable people throughout Georgia, including Abkhazia and South Ossetia, received assistance to meet their immediate needs and to rebuild economic self-sufficiency, as appropriate
- ▶ Georgian armed forces continued to review their doctrine and redraft military manuals in line with IHL and other applicable norms, with technical support from the ICRC

EXPENDITURE (in KCHF)	
Protection	2,865
Assistance	5,453
Prevention	1,408
Cooperation with National Societies	575
General	-
<b>Total</b>	<b>10,301</b>

of which: Overheads 629

IMPLEMENTATION RATE	
Expenditure/yearly budget	104%

PERSONNEL	
Mobile staff	18
Resident staff (daily workers not included)	182

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	260
RCMs distributed	185
People located (tracing cases closed positively)	46
People reunited with their families	25
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	12,562
Detainees visited and monitored individually	125
Number of visits carried out	109
Number of places of detention visited	17
<b>Restoring family links</b>	
RCMs collected	112
RCMs distributed	95

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries 440	536
Essential household items	Beneficiaries 1,000	532
Productive inputs	Beneficiaries 1,440	1,100
Cash	Beneficiaries 1,975	2,635
Work, services and training	Beneficiaries 2,270	
Water and habitat activities	Beneficiaries 970	9,309
<b>WOUNDED AND SICK</b>		
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	540

# KYRGYZSTAN



Active in the country since 1992, the ICRC opened a delegation in Kyrgyzstan in 2011. It works to protect and assist people affected by tensions or violence and people detained for security reasons, while providing support regarding health-related issues, particularly TB, in places of detention. The ICRC promotes norms relevant to the use of force among security forces and the incorporation of IHL into national legislation, academic curricula and the armed forces' doctrine, training and sanctions. The ICRC works in partnership with and helps the Red Crescent Society of Kyrgyzstan strengthen its capacities.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ health professionals, including military personnel, boosted their emergency preparedness and response capacities through courses in emergency trauma/weapon-wound management, led mainly by ICRC-trained doctors
- ▶ with ICRC support, the authorities continued efforts to manage TB in the penitentiary sector, with progress being made in establishing a central treatment facility and 67 detainees completing multi-drug resistant TB treatment
- ▶ after a five-year interruption of ICRC activities for them, inmates at a State Committee for National Security (GKNB) detention facility in Bishkek received ICRC visits to monitor their treatment and living conditions
- ▶ after months of delay, the authorities signed a memorandum of understanding with the ICRC to start the provision of health care services to detainees held in 5 places of temporary detention
- ▶ the Ministry of Defence, jointly with the ICRC, prepared a draft law to incorporate measures to prosecute war crimes in the national penal code

### EXPENDITURE (in KCHF)

Protection	1,384
Assistance	5,672
Prevention	622
Cooperation with National Societies	441
General	-

**8,119**

of which: Overheads 496

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>90%</b>
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### PERSONNEL

Mobile staff	18
Resident staff (daily workers not included)	82

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	1
RCMs distributed	5
People located (tracing cases closed positively)	7
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	9,279
Detainees visited and monitored individually	208
Number of visits carried out	140
Number of places of detention visited	46
Restoring family links	
RCMs collected	12
Phone calls made to families to inform them of the whereabouts of a detained relative	2

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Essential household items	Beneficiaries	63,289
Water and habitat activities	Beneficiaries	110,000
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures	4
		17

# EUROPE (regional)

COVERING: Denmark, Germany, Netherlands, Norway, Spain, Sweden (with specialized services for other countries)

The ICRC engages in regular dialogue on IHL, its implementation, and issues of humanitarian concern with authorities in Europe; increases awareness of its mandate; and mobilizes political and financial support for its activities. It visits people held by international criminal tribunals based in Europe to check on their treatment and living conditions. It also follows up on people formerly held at the US internment facility at Guantanamo Bay Naval Station in Cuba. The ICRC works closely with the National Societies on their international activities and IHL promotion and, through them, enables vulnerable migrants to restore/maintain contact with their families.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the Italian and Maltese Red Cross Societies strengthened their family-links services for migrants with support from the ICRC, which took over the processing of over 700 pending tracing requests from the Hellenic Red Cross
- ▶ Movement partners, regional forensic technicians and other stakeholders pooled their expertise to effect improvements in restoring family links and in managing information on missing or deceased migrants
- ▶ National Societies and the ICRC enhanced cooperation in promoting IHL and other Movement concerns, particularly in relation to the Health Care in Danger project and sexual violence in armed conflict
- ▶ the ICRC welcomed the signature of the Arms Trade Treaty by 36 European States and its ratification by Iceland, as well as the ratification of the Kampala amendments to the Rome Statute by six States in the region

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

HIGH

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs distributed	1
Phone calls facilitated between family members	4
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	2,784
Detainees visited and monitored individually	26
Number of visits carried out	32
Number of places of detention visited	30
<b>Restoring family links</b>	
Phone calls made to families to inform them of the whereabouts of a detained relative	4

## EXPENDITURE (in KCHF)

Protection	1,503
Assistance	-
Prevention	310
Cooperation with National Societies	440
General	-

**2,253**

of which: Overheads **138**

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>88%</b>
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## PERSONNEL

Mobile staff	6
Resident staff (daily workers not included)	8

# MOSCOW (regional)

COVERING: Belarus, Republic of Moldova, Russian Federation, Ukraine



Opened in 1992, the Moscow delegation combines operational functions in the Russian Federation with regional functions. It supports families of missing persons and, with the Russian Red Cross Society, works to protect and assist vulnerable conflict- and violence-affected populations in the northern Caucasus. It helps build the capacities of the region's National Societies, particularly in the fields of emergency preparedness and restoring family links. In the countries covered, it promotes implementation of IHL and other norms relevant to the use of force and fosters understanding of the ICRC's mandate and work.

## KEY RESULTS/CONSTRAINTS

In 2013:

- vulnerable people affected by past conflicts, including elderly individuals and the families of missing persons or detainees, found relief in the form of income support and/or psychosocial assistance
- tens of thousands of people in the Republic of Moldova (hereafter Moldova), the Russian Federation and Ukraine lived in safer communities, after weapon-clearance activities conducted by their respective authorities
- in response to the prevailing circumstances, the ICRC reduced and, in some cases, suspended its operations in the northern Caucasus
- detainees in penal colonies across the Russian Federation, and far from their homes, maintained or restored contact with their relatives through ICRC-facilitated family visits and deliveries of RCMs and parcels
- Moldova signed the Arms Trade Treaty in September, which the Belarusian and Ukrainian authorities similarly considered during discussions with the ICRC
- the Ukrainian Red Cross Society administered first aid, while evacuating the seriously injured, with ICRC support, during protests in Kiev that began at year's end

EXPENDITURE (in KCHF)	
Protection	4,042
Assistance	4,563
Prevention	4,281
Cooperation with National Societies	1,307
General	-

**14,192**

of which: Overheads 866

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>94%</b>

PERSONNEL	
Mobile staff	21
Resident staff (daily workers not included)	223

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	17
RCMs distributed	11
Phone calls facilitated between family members	6
People located (tracing cases closed positively)	7
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
Restoring family links	
RCMs collected	4
RCMs distributed	12

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries 100	2
Essential household items	Beneficiaries 10,125	33
Productive inputs	Beneficiaries 3,455	1,788
Cash	Beneficiaries	337
Work, services and training	Beneficiaries 1,900	13
Water and habitat activities	Beneficiaries 2,850	6,172
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures	4

# TASHKENT (regional)

COVERING: Kazakhstan, Tajikistan, Turkmenistan, Uzbekistan



ICRC regional delegation ICRC mission ICRC office  
 \*\* Map shows structures supporting ICRC operations in Afghanistan

Opened in 1992, the delegation in Central Asia combines operational functions in Tajikistan with regional functions. With the Red Crescent Society of Tajikistan, it works to protect and assist vulnerable populations affected by past conflicts and current violence. It helps build the capacities of the region's National Societies, particularly in the fields of emergency preparedness and restoring family links. In all the countries covered, it promotes implementation of IHL and other norms relevant to the use of force, and fosters understanding of the ICRC's mandate and work.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ visits to detainees in Uzbekistan were terminated owing to the ICRC's inability to work according to its standard procedures and the lack of constructive dialogue with the authorities
- ▶ medical professionals from Kazakhstan and Uzbekistan enhanced their emergency response skills by participating in emergency room trauma courses, conducted by National Society/ICRC teams for the first time in those countries
- ▶ families of victims of mines/explosive remnants of war and of people killed during past violence in Tajikistan began to recover through ICRC grants enabling them to engage in income-generating activities
- ▶ Tajikistan's National Legislative Centre finalized a compatibility study between domestic law and internationally recognized norms on missing persons and their families, with a view to addressing the latter's needs
- ▶ the Red Crescent Society of Turkmenistan consolidated its legal base after a related law adopted by the Turkmenistan parliament entered into force

## EXPENDITURE (in KCHF)

Protection	1,758
Assistance	812
Prevention	3,586
Cooperation with National Societies	1,792
General	-

**7,948**

of which: Overheads **485**

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>99%</b>
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## PERSONNEL

Mobile staff	17
Resident staff (daily workers not included)	98

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	4
RCMs distributed	1
Phone calls facilitated between family members	12
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
Restoring family links	
RCMs distributed	3

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries	639
Essential household items	Beneficiaries	143
Cash	Beneficiaries	1,800
		1,484
<b>Health</b>		
Health centres supported	Structures	8
		9
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	4
		12
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	400

# WESTERN BALKANS (regional)

COVERING: Albania, Bosnia and Herzegovina, Croatia, Kosovo\*, Former Yugoslav Republic of Macedonia, Montenegro, Serbia



ICRC / AR\_2013  
 ICRC regional delegation (red circle with cross), ICRC delegation (red circle with cross), ICRC mission (red diamond with cross)  
 ..... Inter-ethnic boundary line \*UN Security Council Resolution 1244

The ICRC has been working in the countries covered since the early 1990s. The organization strives to respond to the needs remaining from armed conflicts in the region. In particular, it seeks to help clarify the fate of missing persons and to address the needs of their families. Throughout the region, the ICRC visits detainees, works with the authorities and civil society to promote IHL and supports the development of the National Societies.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the region's national authorities continued to make efforts to clarify the fate of persons missing in relation to past conflicts, leading to the resolution of 649 cases in Bosnia and Herzegovina, for instance
- ▶ Kosovo and Serbia made progress in clarifying the fate of persons missing in relation to the conflict in Kosovo, identifying 45 sets of human remains and confirming the location of a gravesite in Serbia, with ICRC support
- ▶ Serbia's Ministry of Education and the Red Cross of Serbia assumed full responsibility for implementing the Exploring Humanitarian Law programme in the country
- ▶ some National Societies in the region demonstrated their ability to conduct humanitarian activities effectively and independently, enabling the ICRC to reduce or phase out its direct support for them
- ▶ particularly vulnerable detainees in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, and Serbia received ICRC visits to monitor their treatment and living conditions

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

HIGH

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	1
People located (tracing cases closed positively)	694
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	38
Detainees visited and monitored individually	36
Number of visits carried out	14
Number of places of detention visited	13

## EXPENDITURE (in KCHF)

Protection	2,483
Assistance	-
Prevention	772
Cooperation with National Societies	763
General	-

**4,018**

of which: Overheads 245

## IMPLEMENTATION RATE

Expenditure/yearly budget	99%
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## PERSONNEL

Mobile staff	6
Resident staff (daily workers not included)	50

\* UN Security Council Resolution 1244

# BRUSSELS

**COVERING:** Institutions of the European Union (EU), NATO, the NATO Parliamentary Assembly and specific armed forces in Western Europe, the Council of Europe, the Organization for Security and Co-operation in Europe (OSCE), Belgium

The ICRC has been working in Brussels since 1999, building strong institutional and operational relations with European Union institutions, the Council of Europe, the Organization for Security and Co-operation in Europe, NATO and its Parliamentary Assembly, key armed forces based in Western Europe and Belgium. It aims to make the ICRC's mandate better known, to mobilize political, diplomatic and financial support for its activities and to ensure that relevant military decision-makers in Western Europe view the ICRC as the main reference point for neutral and independent humanitarian action.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ dialogue, including high-level meetings and briefings, with institutions of the European Union (EU) encouraged the incorporation of IHL/humanitarian considerations in the decisions, policies and activities of EU bodies
- ▶ privileged dialogue, centring on IHL/humanitarian concerns relating to military operations, expanded with NATO's Strategic Commands, with ICRC input included in a lessons-learnt paper on the transition in Afghanistan
- ▶ coordination with the Brussels-based Red Cross/EU Office strengthened Movement-wide humanitarian diplomacy with European institutions, including on issues relating to migration
- ▶ public awareness of issues facing health care delivery in armed conflicts/other situations of violence grew through a communication campaign implemented jointly with the EU and National Societies in 7 European countries
- ▶ the Belgian authorities and the ICRC maintained dialogue on IHL-related issues and ICRC operations in major humanitarian crises

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

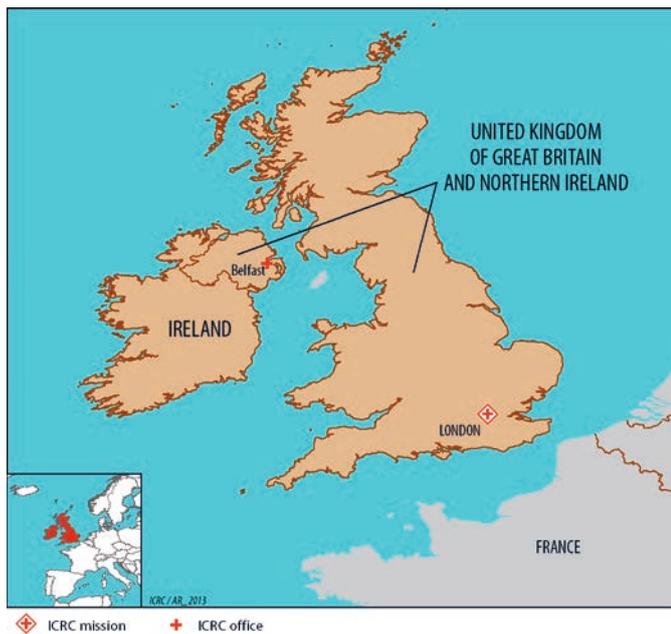
HIGH

EXPENDITURE (in KCHF)	
Protection	62
Assistance	-
Prevention	2,537
Cooperation with National Societies	166
General	-
	<b>2,765</b>
	<i>of which: Overheads 169</i>
IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>95%</b>
PERSONNEL	
Mobile staff	2
Resident staff (daily workers not included)	15

PROTECTION	Total
PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)	
ICRC visits	
Detainees visited	2
Detainees visited and monitored individually	2
Number of visits carried out	2
Number of places of detention visited	2

# LONDON

COVERING: Ireland, United Kingdom of Great Britain and Northern Ireland



Set up in 2003, the London mission focuses on pursuing humanitarian diplomacy and facilitating ICRC operations in the field. Through contact with the British government, armed forces, members of parliament, think-tanks, the media and international NGOs, it seeks to improve understanding of and secure broad support for IHL and ICRC and Movement operations. It works with the Irish authorities on the incorporation of IHL into national legislation. The London mission operates in partnership with the British Red Cross in a wide range of areas of common interest and cooperates with the Irish Red Cross Society.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the British authorities received input on IHL/humanitarian considerations for military policies and operations through formal evidence submitted by the ICRC to a parliamentary inquiry on the future of British defence
- ▶ the Department of Justice and penitentiary authorities in Northern Ireland received, through confidential reports and dialogue, ICRC findings and recommendations on the humanitarian situation of detainees there
- ▶ people affected by sectarian violence/past conflict in Northern Ireland accessed mediation, counselling and other types of support from 9 ICRC-supported community groups working to mitigate the consequences of the violence
- ▶ a series of targeted events engaged policy-makers, legal, humanitarian and academic circles, diaspora groups, the media and the general public in discussions on a broad range of operational and thematic humanitarian issues

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

### EXPENDITURE (in KCHF)

Protection	810
Assistance	-
Prevention	1,377
Cooperation with National Societies	414
General	-

**2,601**

*of which: Overheads 159*

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>114%</b>
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### PERSONNEL

Mobile staff	3
Resident staff (daily workers not included)	0

# PARIS

COVERING: France, Monaco



The Paris delegation, set up in 2000, focuses on promoting IHL, pursuing humanitarian diplomacy and facilitating ICRC operations in the field. Its target audiences include the French authorities, military and academic circles, the diplomatic community, representatives of third countries, economic interest groups, the media and the French Red Cross.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ French lawmakers moved forward in integrating IHL into domestic law, notably through the adoption of legislation for implementing Additional Protocol III
- ▶ high-level meetings with the French authorities tackled the humanitarian needs and challenges, and the Movement's response, in contexts of French military and/or diplomatic interest, such as the Central African Republic and Mali
- ▶ the French authorities and the Organisation Internationale de la Francophonie expressed their formal support for the ICRC's work including through the development of respective cooperation agreements
- ▶ the public enhanced its awareness of humanitarian affairs through interactive events and the establishment of a Multimedia Communication Centre, that boosted efforts to promote interest in the subject in France and abroad

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	2
Phone calls facilitated between family members	11
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	1
Detainees visited and monitored individually	1
Number of visits carried out	1
Number of places of detention visited	1

## EXPENDITURE (in KCHF)

Protection	64
Assistance	-
Prevention	1,131
Cooperation with National Societies	130
General	-

**1,325**

of which: Overheads 81

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>97%</b>
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## PERSONNEL

Mobile staff	1
Resident staff (daily workers not included)	4

# COLOMBIA



ICRC delegation ICRC sub-delegation ICRC office

In Colombia since 1969, the ICRC strives to protect and assist victims of the armed conflict, to secure greater compliance with IHL by all weapon bearers, and to promote integration of IHL into the armed forces' doctrine, training and operations. The ICRC visits security detainees. For IDPs and residents in rural and urban areas, it provides relief, helps ensure access to health care, and carries out small-scale repairs to infrastructure. It runs a comprehensive mine-action programme. It works closely with the Colombian Red Cross and other Movement components active in Colombia.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ following written and oral representations by the ICRC documenting alleged abuses against civilians, the Department of Defence conducted investigations, granting compensation to some of the victims
- ▶ more conflict/violence-affected people gained access to State assistance, including some 18,400 IDPs who were registered as beneficiaries on mass registration days organized on the ICRC's recommendation
- ▶ complementing government measures to address the humanitarian consequences of weapon contamination, some 12,000 people learnt about safe behaviour and victims' rights during National Society/ICRC-organized sessions
- ▶ in parallel with National Society/ICRC efforts to safely deliver health services, the Health Ministry ensured that over 100 medical facilities serving over 1,100,000 people were properly marked with the protective emblem
- ▶ the authorities took steps to improve conditions in places of detention, such as building new prisons with ICRC input on the design and establishing guidelines to control the spread of TB and facilitate medical treatment for it
- ▶ constraints related to the dynamics of conflict/violence limited contacts with some weapon bearers and the conduct of first-aid training for armed groups, leading the ICRC to revise its approach to such training

### EXPENDITURE (in KCHF)

Protection	9,007
Assistance	16,028
Prevention	3,905
Cooperation with National Societies	1,366
General	366
<b>Total</b>	<b>30,672</b>

of which: Overheads 1,872

### IMPLEMENTATION RATE

Expenditure/yearly budget	92%
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### PERSONNEL

Mobile staff	62
Resident staff (daily workers not included)	296

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	75
RCMs distributed	66
People located (tracing cases closed positively)	194
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	96,729
Detainees visited and monitored individually	1,771
Number of visits carried out	141
Number of places of detention visited	64
<b>Restoring family links</b>	
RCMs collected	48
RCMs distributed	17

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries 21,350	25,743
Essential household items	Beneficiaries 13,350	31,536
Productive inputs	Beneficiaries 6,400	13,360
Cash	Beneficiaries	20,112
Work, services and training	Beneficiaries	48,325
Water and habitat activities	Beneficiaries 22,000	20,491
<b>Health</b>		
Health centres supported	Structures	56
<b>WOUNDED AND SICK</b>		
<b>Physical rehabilitation</b>		
Centres supported	Structures 4	4
Patients receiving services	Patients	14,158

# HAITI

COVERING: Dominican Republic, Haiti



ICRC delegation \* Dominican Republic is covered by the ICRC delegation in Haiti

The ICRC opened a fully fledged delegation in Haiti in 2004. It responds to acute humanitarian situations in prisons and supports national authorities in improving conditions of detention and respect for judicial guarantees. It seeks to mitigate the effects of social unrest throughout the country, particularly in violence-prone neighbourhoods in Port-au-Prince. It supports the security forces in integrating human rights norms applicable to the use of force into their doctrine, training and operations. With other Movement partners, the ICRC helps strengthen the emergency response capacity of the Haitian National Red Cross Society and the neighbouring Dominican Red Cross.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ owing to other government priorities, little progress was made in penitentiary reform despite the revival, with ICRC support, of a Haitian-led working group for tackling the issue
- ▶ with ICRC support, judicial officials accelerated legal procedures for some inmates held in prolonged detention, which resulted in some of them being released from overcrowded prisons
- ▶ as part of an ICRC-backed health project, some 6,000 detainees in 5 prisons underwent complete medical checkups, and when necessary, appropriate treatment, including for malnutrition
- ▶ the inhabitants of Cité Soleil had a regular supply of water following the completed rehabilitation of its water distribution system, and the assumption by local authorities of maintenance responsibilities, with ICRC support
- ▶ over 3,000 wounded people received timely treatment at ICRC-supported Haitian Red Cross first-aid posts in violence-prone neighbourhoods, including in Cité Soleil before posts there were closed owing to internal constraints
- ▶ despite strong will expressed by the Haitian authorities to establish a national IHL committee, changes in key posts within the Foreign Affairs Ministry impeded further progress

## EXPENDITURE (in KCHF)

Protection	1,039
Assistance	2,290
Prevention	431
Cooperation with National Societies	776
General	-

**4,536**

of which: Overheads 272

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>91%</b>
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## PERSONNEL

Mobile staff	6
Resident staff (daily workers not included)	69

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
Phone calls facilitated between family members	240
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	8,071
Number of visits carried out	36
Number of places of detention visited	13

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Water and habitat activities	Beneficiaries	207,000
		60,000

# BRASILIA (regional)

COVERING: Argentina, Brazil, Chile, Paraguay, Uruguay



ICRC / AR 2013  
 ICRC regional delegation + ICRC office \* ICRC regional communication support centre

Established in 1975 in Buenos Aires, the delegation moved to Brasilia in 2009. The ICRC visits security detainees and responds to situations of violence and social unrest, often with the region's National Societies, which it supports in developing their capacities to act in such situations. It helps authorities identify human remains so as to provide families with information on their missing relatives. The ICRC promotes the incorporation of IHL into national legislation and the doctrine, training and operations of armed forces, and works with police forces to integrate international human rights law applicable to the use of force into theirs.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ as the ICRC's multidisciplinary project aimed at mitigating the effects of urban violence in Rio de Janeiro *favelas* drew to a close, local partners began replicating some activities, particularly in the areas of health and education
- ▶ people affected by violence in Chile and in northern Paraguay enhanced their self-protection mechanisms through first-aid courses provided by the National Societies, with ICRC support
- ▶ Chile's and Paraguay's police forces independently trained their personnel in applicable human rights norms and internationally recognized standards on the use of force during law enforcement operations, following ICRC training
- ▶ the region's authorities addressed the issue of missing persons, drawing on ICRC support for training forensic experts (Brazil) and the safekeeping of DNA samples collected from relatives of the missing (Chile)
- ▶ the Brazilian and Paraguayan Red Cross Societies, with ICRC support, implemented plans to bolster their institutional integrity
- ▶ key players in Brazil's private sector learnt more about the ICRC's mandate and work through presentations aimed at encouraging them to support the organization's activities, through funding and other means

## EXPENDITURE (in KCHF)

Protection	1,783
Assistance	1,939
Prevention	2,841
Cooperation with National Societies	952
General	213

**7,728**

of which: Overheads 472

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>93%</b>
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## PERSONNEL

Mobile staff	9
Resident staff (daily workers not included)	63

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	3
RCMs distributed	3
Phone calls facilitated between family members	1
of whom unaccompanied minors/separated children	3
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	68
Detainees visited and monitored individually	68
Number of visits carried out	17
Number of places of detention visited	11

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Cash	Beneficiaries	497
Work, services and training	Beneficiaries	1,566

# CARACAS (regional)

**COVERING:** Bolivarian Republic of Venezuela and the countries of the Caribbean Community (CARICOM): Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago



ICRC regional delegation

The Caracas regional delegation was established in 1971. It reinforces the capacities of the region’s National Societies in the fields of IHL promotion, restoring family links, emergency response and assistance to victims of violence. It visits security detainees in the region and monitors the humanitarian situation along the Venezuelan border with Colombia. It promotes the incorporation of IHL into national legislation and into the operational procedures and training of the region’s armed forces, as well as the inclusion of human rights standards in police manuals and training.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ people fleeing the Colombian conflict received orientation and medical assistance from the Venezuelan Red Cross/ICRC on arrival in the Bolivarian Republic of Venezuela (hereafter Venezuela)
- ▶ residents of 10 border communities in Venezuela that were affected by the Colombian conflict, and/or that hosted vulnerable Colombians, benefited from basic medical services and first-aid training for emergency responders
- ▶ the region’s National Societies enhanced their emergency response capacities with ICRC support, such as technical advice for a contingency plan in Venezuela, training in the Safer Access Framework and first-aid/safety equipment
- ▶ the ICRC unsuccessfully tried to regain access to detainees in Venezuela, following the discontinuation of visits after its contacts with the authorities were disrupted by changes in prison administration
- ▶ armed/police forces in the region, including Venezuelan army instructors and units deployed to border areas, continued reinforcing their knowledge of IHL and other pertinent norms, and their capacities to conduct related training
- ▶ in line with ICRC mobilization efforts, 12 member States of the Caribbean Community supported the adoption of the Arms Trade Treaty, with 4 ratifying and 8 signing it

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

### EXPENDITURE (in KCHF)

Protection	392
Assistance	-
Prevention	1,201
Cooperation with National Societies	490
General	-

**2,083**

of which: Overheads 127

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>93%</b>
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### PERSONNEL

Mobile staff	3
Resident staff (daily workers not included)	9

# LIMA (regional)

COVERING: Plurinational State of Bolivia, Ecuador, Peru



The delegation in Lima opened in 1984, becoming a regional delegation in 2003. The ICRC visits detainees, addresses the issue of missing persons and monitors the humanitarian situation along the Ecuadorean border with Colombia. It seeks to respond to needs arising from armed conflict/other situations of violence and helps the region's National Societies reinforce their capacities to do the same. It assists security forces in integrating human rights norms applicable to the use of force into their doctrine, training and operations, and the armed forces in doing the same with IHL. It promotes the incorporation of IHL into national legislation.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ Peruvian commanding officers, during dialogue with the ICRC, affirmed their commitment to take into account the safety of the resident population of the Apurímac-Ene y Mantaro Valley in planning their military operations
- ▶ violence-affected people in Ecuador and Peru had access to clean water and a better educational environment, owing to the construction of water-supply structures and school repairs funded by the ICRC
- ▶ at ICRC seminars, the region's military/police officers, including those involved in crowd-control operations, learnt more about international standards on the use of force
- ▶ over 800 relatives of missing persons in Peru travelled to exhumation sites and collected their family members' remains, with financial assistance from the ICRC
- ▶ Ecuador's Defence Ministry and the Ecuadorean Red Cross renewed their agreement with the ICRC, strengthening IHL training for the armed forces and paving the way for the incorporation of human rights norms in its operations
- ▶ in Bolivia, planned training in the use of the ICRC's ante/post-mortem database and first-aid training for indigenous people and civil society groups did not take place owing to various constraints

## EXPENDITURE (in KCHF)

Protection	2,281
Assistance	510
Prevention	1,738
Cooperation with National Societies	651
General	-

**5,179**

of which: Overheads 316

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>91%</b>
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## PERSONNEL

Mobile staff	6
Resident staff (daily workers not included)	41

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
People located (tracing cases closed positively)	5
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	3,737
Detainees visited and monitored individually	274
Number of visits carried out	59
Number of places of detention visited	25
<b>Restoring family links</b>	
RCMs collected	5
RCMs distributed	4

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	37
Essential household items	Beneficiaries	114
Cash	Beneficiaries	904
Vouchers	Beneficiaries	3
Work, services and training	Beneficiaries	9
Water and habitat activities	Beneficiaries	3,550
		5,148

# MEXICO CITY (regional)

COVERING: Costa Rica, Cuba, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama



The Mexico delegation opened in 1998, becoming a regional delegation in 2002. It helps strengthen the capacities of the region's National Societies and works with them to help address the most urgent humanitarian needs of persons affected by organized violence and of vulnerable migrants; monitors detainees' conditions; and endeavours to ascertain the fate of missing persons. It helps integrate IHL into armed forces' doctrine and into academic curricula, and human rights norms applicable to the use of force into the doctrine, training and operations of security forces. The delegation hosts the regional advisory service on IHL.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- vulnerable migrants met their basic needs, including for family contact, thanks to ICRC support to National Society-run assistance posts in Guatemala, Honduras and Mexico and to church/NGO-managed facilities in the region
- the Mexican authorities received reports based on ICRC visits to migrants in retention centres, documenting the existing humanitarian needs, with recommendations to improve material conditions and health care in these facilities
- families of missing persons received assistance through: financial/logistical support for exhumations/burials in Guatemala; and in Mexico, the signing of an agreement with the authorities to facilitate their search for information
- with medical services and hygiene promotion, over 1,700 residents of Panama's Darién region suffering the spillover effects of the Colombian conflict had decreased health risks, notably a 42% lower incidence of acute diarrhoea
- following repair/rehabilitation work in prisons, more than 22,600 detainees in El Salvador and over 3,500 in Honduras benefited from improved living conditions and sanitation, and from better access to clean drinking water
- during international training events in Guatemala, Honduras and Mexico, medical personnel from various Latin American countries enhanced their skills in treating weapon wounds and providing pre-hospital care

EXPENDITURE (in KCHF)	
Protection	6,424
Assistance	3,422
Prevention	2,571
Cooperation with National Societies	1,094
General	-

**13,511**  
of which: Overheads 825

IMPLEMENTATION RATE	
Expenditure/yearly budget	98%

PERSONNEL	
Mobile staff	26
Resident staff (daily workers not included)	82

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

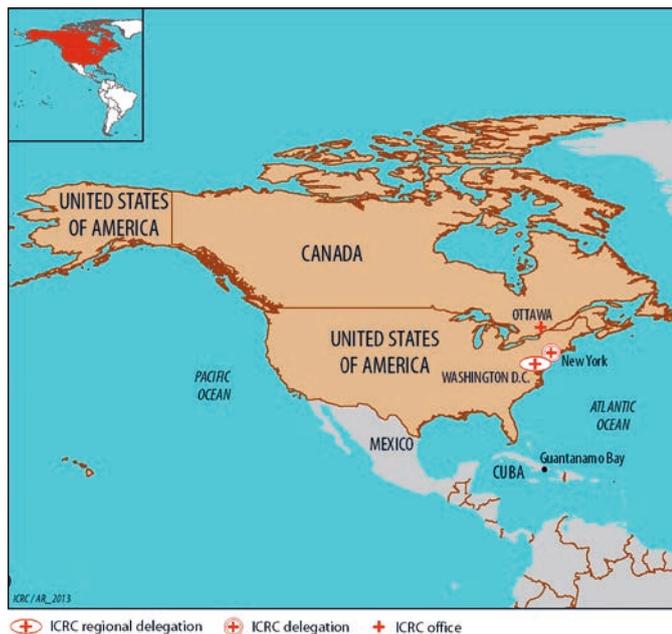
PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	4
Phone calls facilitated between family members	12,120
People located (tracing cases closed positively)	3
People reunited with their families	164
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	34,107
Detainees visited and monitored individually	79
Number of visits carried out	184
Number of places of detention visited	45
Restoring family links	
RCMs collected	13
RCMs distributed	1

ASSISTANCE	Targets	Achieved	
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>			
Economic security, water and habitat (in some cases provided within a protection or cooperation programme) <sup>1</sup>			
Food commodities	Beneficiaries	18,584	
Water and habitat activities	Beneficiaries	64,783	
Health			
Health centres supported	Structures	14	
<b>WOUNDED AND SICK</b>			
Physical rehabilitation			
Centres supported	Structures	7	8
Patients receiving services	Patients		6,350

1. Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.

# WASHINGTON (regional)

COVERING: Canada, United States of America, Organization of American States (OAS)



Established in 1995, the Washington regional delegation engages in a regular dialogue on IHL and issues of humanitarian concern with government officials and bodies, academic institutions and other interested groups in Canada and the United States of America. The delegation heightens awareness of the ICRC's mandate and priorities within the OAS. It mobilizes political and financial support for ICRC activities and secures support for IHL implementation. It visits people held at the US internment facility at Guantanamo Bay Naval Station in Cuba. It works closely with the American Red Cross and the Canadian Red Cross Society.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ civilian and military authorities from Canada and the United States of America (hereafter US), including US President Barack Obama, expressed interest in humanitarian issues and support for ICRC operations in key contexts
- ▶ despite constraints during a protest, people held at the US internment facility at Guantanamo Bay Naval Station in Cuba continued receiving ICRC visits to monitor their treatment and living conditions and contacting their families
- ▶ US policy-makers received recommendations on: improving family contact for the Guantanamo internees; *non-refoulement* considerations during transfers; the applicable legal framework; and issues related to medical ethics
- ▶ vulnerable migrants in the US re-established/maintained contact with their families through phone call stations set up by the American Red Cross at key transit points along the US border with Mexico
- ▶ at an international workshop co-organized with the Canadian Red Cross Society, experts examined ways to strengthen the protection of health facilities in armed conflict and other emergencies
- ▶ Canadian and US armed forces, including units deploying to Guantanamo Bay and participants in a major Canadian military training exercise, increased their awareness of IHL norms, humanitarian issues and the ICRC's mandate

## EXPENDITURE (in KCHF)

Protection	2,169
Assistance	266
Prevention	3,277
Cooperation with National Societies	637
General	29

**6,376**

of which: Overheads 389

## IMPLEMENTATION RATE

Expenditure/yearly budget	93%
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## PERSONNEL

Mobile staff	10
Resident staff (daily workers not included)	27

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
Phone calls facilitated between family members	603
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	166
Detainees visited and monitored individually	140
Number of visits carried out	8
Number of places of detention visited	1
Restoring family links	
RCMs collected	1,318
RCMs distributed	929
Phone calls made to families to inform them of the whereabouts of a detained relative	134

The multiple tasks and activities of the UN often have implications of a humanitarian nature. Operating since 1983, the ICRC delegation to the UN serves as a support and a liaison for ICRC operational and legal initiatives. The delegation conveys the ICRC's viewpoint, keeps abreast of trends and developments relating to humanitarian issues and promotes IHL.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ the UN General Assembly adopted the Arms Trade Treaty, with the ICRC providing input on IHL-related language and on the consideration of various other humanitarian issues
- ▶ the UN secretary-general's reports and UN General Assembly resolutions referred to the goals of the Health Care in Danger project, while including ICRC recommendations on humanitarian access and other protection-related goals
- ▶ key actors at the 68th session of the General Assembly considered – in view of ICRC statements – IHL with regard to UN priorities such as humanitarian coordination/access, and IDPs, women and children in conflict
- ▶ UN agencies/bodies, including the Department of Peacekeeping Operations and the Office of Legal Affairs, shared with the ICRC their views on peacekeeping guidelines/policies, particularly in relation to IHL

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

## EXPENDITURE (in KCHF)

Protection	-
Assistance	-
Prevention	2,252
Cooperation with National Societies	-
General	-

**2,252**

*of which: Overheads 137*

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>97%</b>
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## PERSONNEL

Mobile staff	3
Resident staff (daily workers not included)	10

# MIDDLE EAST

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ amid constraints to humanitarian action, millions of people in the Syrian Arab Republic (hereafter Syria) affected by the armed conflict met most of their urgent needs through joint Syrian Arab Red Crescent/ICRC operations
- ▶ wounded and sick people received services thanks to National Society/ICRC action, although restrictions imposed on humanitarian action impeded many from receiving the care they needed in Syria and Yemen
- ▶ people fleeing the Syrian armed conflict benefited from National Society/ICRC emergency assistance provided in coordination with other actors on the ground, and including medical/surgical care, in Iraq, Jordan and Lebanon
- ▶ people deprived of their freedom in Bahrain, Iraq, Israel, Jordan, Kuwait, Lebanon, the occupied Palestinian territory, Qatar and Yemen benefited from regular ICRC visits and findings/input shared with the detaining authorities
- ▶ meetings and events held with influential actors helped gain respect for people not/no longer participating in hostilities/violence and support for neutral, impartial and independent humanitarian action, albeit with insufficient results
- ▶ while responding to humanitarian needs, the region's National Societies enhanced their emergency response capacities, for example during a regional event co-organized with the Qatar Red Crescent Society

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	7,195
RCMs distributed	4,859
Phone calls facilitated between family members	14,747
People located (tracing cases closed positively)	441
People reunited with their families	10
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	95,530
Detainees visited and monitored individually	6,928
Number of visits carried out	1,184
Number of places of detention visited	289
<b>Restoring family links</b>	
RCMs collected	3,338
RCMs distributed	2,568
Phone calls made to families to inform them of the whereabouts of a detained relative	5,858

EXPENDITURE (in KCHF)	
Protection	44,663
Assistance	159,218
Prevention	24,192
Cooperation with National Societies	17,188
General	1,009
	<b>246,271</b>
	<i>of which: Overheads 15,007</i>

ASSISTANCE	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>	
Food commodities	Beneficiaries 3,801,208
Essential household items	Beneficiaries 1,184,517
Productive inputs	Beneficiaries 354,785
Cash	Beneficiaries 74,270
Work, services and training	Beneficiaries 30,552
Water and habitat activities	Beneficiaries 23,509,538
<b>Health</b>	
Health centres supported	Structures 35
<b>WOUNDED AND SICK</b>	
<b>Hospitals</b>	
Hospitals supported	Structures 66
<b>Water and habitat</b>	
Water and habitat activities	Number of beds 2,294
<b>Physical rehabilitation</b>	
Centres supported	Structures 18
Patients receiving services	Patients 103,435

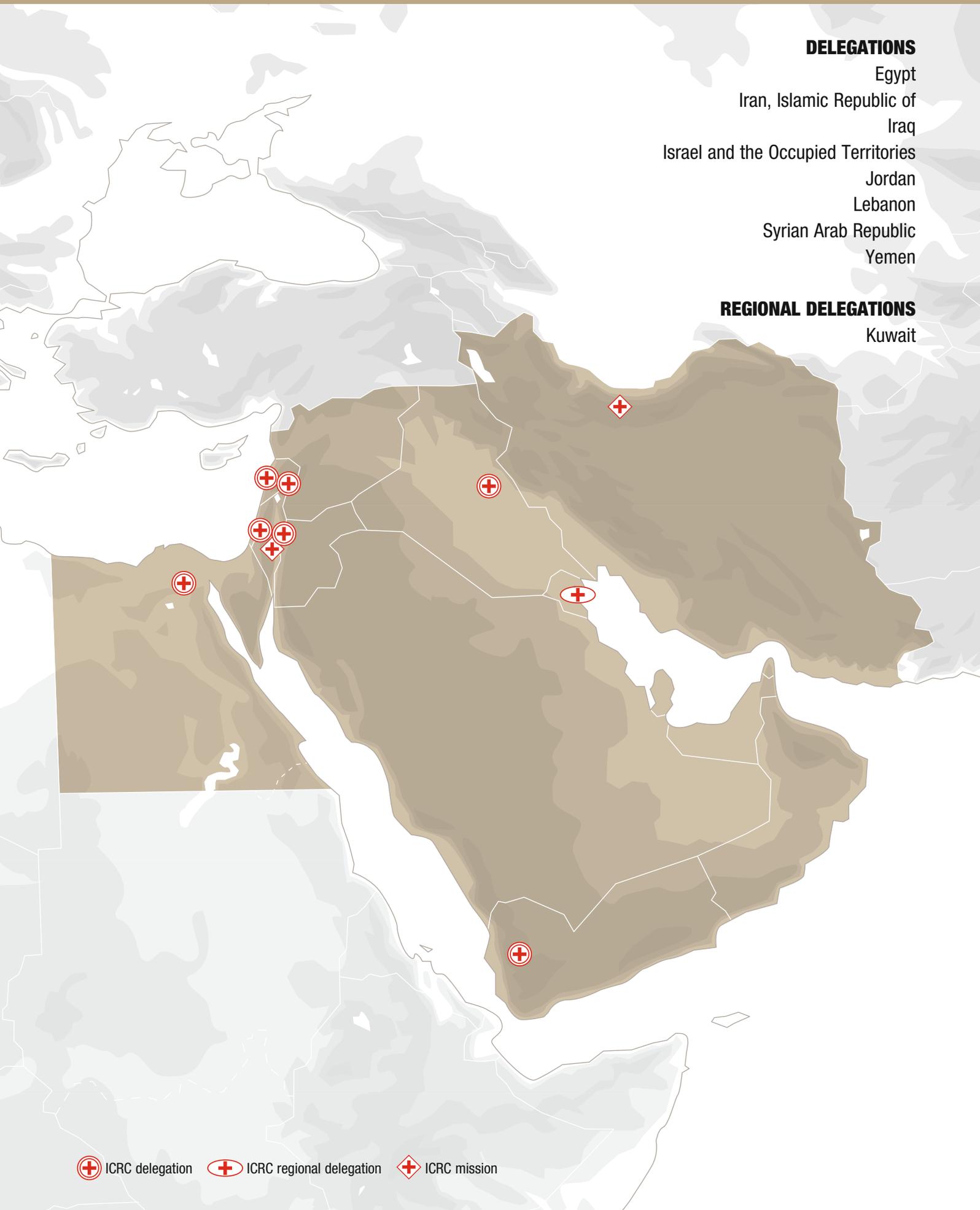
IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>85%</b>
<b>PERSONNEL</b>	
Mobile staff	319
Resident staff (daily workers not included)	1,645

**DELEGATIONS**

- Egypt
- Iran, Islamic Republic of
- Iraq
- Israel and the Occupied Territories
- Jordan
- Lebanon
- Syrian Arab Republic
- Yemen

**REGIONAL DELEGATIONS**

- Kuwait



 ICRC delegation    ICRC regional delegation    ICRC mission



Jessica BARRY / ICRC

## MIDDLE EAST

In 2013, ICRC operations in the Middle East focused on addressing the humanitarian consequences of armed conflicts, other situations of violence and occupation in the region, notably in Iraq, Israel and the occupied territories, the Syrian Arab Republic (hereafter Syria) and Yemen – four of the organization's largest operations worldwide – and in neighbouring countries affected by the encroaching consequences of the Syrian armed conflict. To more effectively address people's needs, the ICRC adapted its humanitarian response, in nature and scale, to the opportunities and limitations afforded by the evolving situation in the countries affected and the region at large. It expanded its field presence, fully redeploying its delegation in Iraq, and establishing a new logistics centre and additional presence in Aleppo, Syria. It scaled up its response to the consequences of the Syrian armed conflict in Syria, Jordan and Lebanon and therefore appealed for additional donor funding in May.

The ICRC's main partners were the National Societies. It provided them with material, technical and financial support to help them strengthen their operational capacities, particularly in emergency preparedness/response and family-links services, and contributed to events with similar objectives, for example a regional workshop on disaster preparedness co-organized with the Qatar Red Crescent Society. Regular interaction with a large network of contacts helped facilitate acceptance of and support for National

Society/ICRC activities. In Syria and Yemen, however, restrictions imposed by parties to the conflict prevented the ICRC from reaching all those in need, and security incidents – such as the abduction of National Society/ICRC staff in the two countries and the killing of National Society volunteers in Syria – necessitated adjustments in activities and staff movements.

The organization developed its relations with State and *de facto* authorities, weapon bearers, traditional and religious leaders and other influential players to enlist their support for IHL and other applicable legal norms protecting the rights of people at all times, including during armed conflicts and other situations of violence. Whenever possible, the ICRC shared its humanitarian concerns with the parties, emphasizing their obligations under IHL and other applicable norms. In Syria, for example, discussions with the authorities and armed groups, although very limited, covered the need for all parties to respect IHL rules protecting all wounded and sick people, be they civilians or combatants, in detention or not. The ICRC pursued its confidential bilateral dialogue with the Israeli authorities and with the Palestinian authorities and armed groups regarding the protection of people not/no longer participating in hostilities and their property, as well as medical personnel/infrastructure. On Israeli occupation policies which it had had no dialogue with the Israeli authorities, the ICRC adapted its approach and started engaging the Israeli public in debate on the legality and humanitarian consequences thereof.

Amid the insecurity in the region, notably in Syria and Yemen, ICRC dialogue and training sessions with various players highlighted the importance of ensuring the safety of those seeking or providing medical/health care at all times – a goal supported by its global Health Care in Danger project. It documented abuses against the medical services – for example, the killing of Syrian Arab Red Crescent volunteers – and, whenever possible, submitted confidential representations to the parties concerned. Building on similar initiatives carried out in 2012, the ICRC co-organized an international workshop in Tehran, Islamic Republic of Iran, on the role of National Societies in providing medical care during armed conflicts.

National Society and ICRC teams also helped ensure that wounded and sick people throughout the region received appropriate care in a timely manner. First-aid teams, ambulance and emergency services, hospitals and field/mobile structures, including those in Iraq, Jordan, Lebanon, the occupied Palestinian territory, Syria and Yemen, received ICRC supplies and equipment, funding, rehabilitation support, technical advice and training, particularly in first aid and war surgery.

People wounded in violence received emergency care from National Society personnel and community volunteers trained in first aid, in line with the Safer Access Framework, at workshops in Egypt, Iraq, Lebanon, the occupied Palestinian territory and Yemen. Surgeons/nurses from Jordan and Lebanon, including those treating wounded Syrians, participated in war-surgery seminars.

In Syria, where first-aid training and war-surgery seminars could not take place, government restrictions and insecurity also thwarted the provision of health care, including the delivery of certain medical supplies, particularly in areas held by armed groups. Medical assistance could be delivered in such areas on four occasions only. Nevertheless, Health Ministry hospitals and other health facilities, particularly the National Society-run mobile health units, administered pre-hospital emergency care, inpatient treatment and primary health care to the wounded and sick using ICRC-donated medical supplies.

Border health posts and clinics in Jordan and hospitals in Lebanon attended to weapon-wounded people from Syria thanks to ICRC material and financial support. In Lebanon, the emergency medical services (EMS) of the Lebanese Red Cross provided medical evacuations and blood bank services, while the Palestine Red Crescent Society improved first-aid care in refugee camps.

In the occupied Palestinian territory, the Palestine Red Crescent operated its EMS, and patients in the Gaza Strip obtained treatment at hospitals supplied with some 140 tonnes of medical material. More sustainable support, such as staff training and infrastructure rehabilitation, helped improve hospital services. On-site technical guidance was provided to staff of selected hospitals in Iraq, Jordan and Yemen. Similar support helped health centres improve and strengthen their primary health care services in Iraq and Yemen. In both countries and in the Gaza Strip, over 103,000 disabled people benefited from ICRC support for rehabilitation services. Training and material support helped physical rehabilitation centres, device-manufacturing units and technical schools enhance the quality of their work. With a view to preventing mine-related injuries among the population, the Iranian and

Iraqi National Societies, working with the ICRC and local players, conducted risk-awareness/mitigation sessions. Jordan's mine-action programme received ICRC technical support.

Water and sanitation initiatives carried out with the local authorities helped improve people's living conditions, boosting access to clean water, improving hygiene and reducing people's vulnerability to disease. By working with the local authorities, the ICRC encouraged community ownership while building their capacities. Over 20 million people – almost 80% of Syria's pre-conflict population – benefited from large-scale ICRC emergency and other support for local water boards, which improved the drinking water supply and sanitation countrywide. Some 3 million people benefited from similar works in Iraq, the occupied Palestinian territory and Yemen. In Lebanon, the rehabilitation of pumping stations improved access to clean water for over 230,000 Lebanese residents and Syrian refugees. Emergency measures were taken to ensure people had access to clean drinking water, for example in Sa'ada Old Town (Yemen), where some 9,900 residents each had at least 15 litres of drinking water daily thanks to ICRC water-trucking operations, or in Syria, where some 621,000 IDPs received water distributed in 10-litre containers.

The emergency needs of particularly vulnerable people, especially IDPs, refugees and host families, and mainly in Iraq, Syria and Yemen, were met thanks to distributions – most often done with the National Society – of food and household/hygiene items. In Syria, over 3.5 million residents and IDPs received food rations to augment their diet. Distributions of household essentials eased the plight of people such as the victims of house destructions in the occupied Palestinian territory and Yemenis living in fighting-affected provinces. Covering needs unaddressed by other organizations in Iraq, Jordan and Lebanon, the ICRC gave similar assistance to refugees from Syria, including Palestinians.

People also regained some self-sufficiency thanks to inputs enabling them to establish or resume a livelihood. Households in Iraq, the occupied Palestinian territory and Yemen increased their incomes by participating in cash-for-work programmes or by using agricultural inputs to boost harvests. In Iraq, 875 disabled or female heads of household started small businesses using cash grants and other support. By engaging with the authorities on policies adversely affecting certain vulnerable groups of people, the ICRC also helped bolster community resources and resilience. Following representations to the Israeli authorities, 137 households affected by the routing of the West Bank barrier gained better access to their land. In Iraq, working with local NGOs, the ICRC helped 3,431 Iraqi female heads of household register for State-provided allowances, while encouraging the authorities concerned to improve the registration/disbursement process.

ICRC delegates visited detainees in Bahrain, Iraq, Israel, Jordan, Kuwait, Lebanon, the occupied Palestinian territory, Qatar and Yemen. In total, they visited 95,530 detainees according to the ICRC's standard procedures, monitoring the detainees' treatment and conditions and focusing in particular on respect for judicial guarantees and the principle of *non-refoulement*. Delegates shared their findings with the authorities in a confidential dialogue and made recommendations, particularly with regard to improving detainee health care. Discussions with the detaining authorities, including during round-tables and local/regional workshops, focused on issues such as administrative detention, judicial

guarantees and health in detention, including medical ethics. The ICRC pursued efforts to visit more detainees in the region, particularly in Egypt and Syria, with minimal progress so far. An agreement on comprehensive access to all detainees in Yemen awaited formal approval.

In the Gaza Strip, Iraq and Yemen, the ICRC provided technical advice and helped construct/rehabilitate prison infrastructure, improving detainees' living conditions. Former Syrian troops interned in a facility in Mafraq, Jordan, benefited from the complete overhaul of the facility's water/sanitation systems.

Residents, IDPs, detainees, refugees and asylum seekers maintained contact with their families through National Society/ICRC family-links services. Some 6,500 detainees, mainly Palestinians detained in Israel, were visited by their relatives, while Saudi and Yemeni families called relatives held in Afghanistan or in the US internment facility at Guantanamo Bay Naval Station in Cuba. In all, 19,463 former detainees, or their families, received ICRC-issued detention attestations, which often qualified them for State allowances. Over 3,200 people were reunited with their families or resettled in third countries thanks to ICRC travel documents. The ICRC also facilitated contact between Syrians in the occupied Golan and their relatives in Syria proper, and organized visits/reunifications between Palestinians living in different parts of the occupied Palestinian territory.

When asked to do so by the families, the ICRC submitted requests for information to the Syrian and Egyptian authorities on people allegedly arrested/detained. In Syria, a few cases were partially resolved, but the whereabouts of thousands of people remained unknown to their families in Syria and elsewhere, as the parties to the conflict were not ready to address their cases.

With the ICRC acting as a neutral intermediary between the countries concerned, efforts to clarify the fate of people missing in relation to the 1980–88 Iran-Iraq war and the 1990–91 Gulf War continued. The ICRC helped strengthen forensic and human remains management capacities in the Islamic Republic of Iran, Iraq, Kuwait and Lebanon. Joint excavations by Iranian and Iraqi experts, carried out with ICRC support, led to the recovery and repatriation of hundreds of human remains. Although several missions were conducted in Iraq and Kuwait, no remains were recovered in relation to the 1990–91 Gulf War. In Lebanon, collection of ante-disappearance data from the families of missing persons continued, despite the political situation delaying government action on ICRC recommendations based on an assessment of the families' needs.

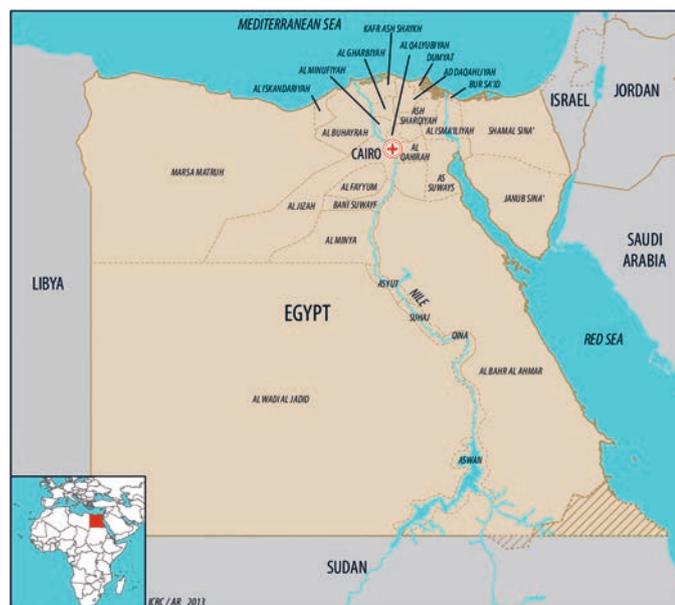
The ICRC worked in partnership with the League of Arab States, based in Cairo, Egypt, and with the region's national IHL committees to raise awareness of IHL and international human rights law and to promote their implementation and incorporation into national law and the doctrine, training and operations of the region's armed/police forces. Civil society members, particularly journalists, lecturers and students, broadened their knowledge of and support for IHL, humanitarian principles and the Movement, including during events commemorating "150 years of humanitarian action".

The delegation in Jordan remained a key logistical hub for ICRC operations, contributing to the organization's humanitarian response in the Middle East and beyond. The regional training centre provided services to ICRC staff in the Middle East, the Balkans and the Caucasus. The regional resource and communication centre in Cairo helped organize regional IHL seminars and produced multimedia Arabic-language IHL material.

To maximize the impact of its activities, the ICRC coordinated with Movement components, UN agencies and other humanitarian practitioners.

# EGYPT

COVERING: Egypt, League of Arab States



ICRC delegation

The ICRC has been in Egypt, with some interruptions, since the beginning of the Second World War. It works closely with the Egyptian Red Crescent Society to help it boost its preparedness to respond to emergency humanitarian needs arising from situations of violence, in particular focusing on first-aid care. It seeks to visit people detained in Egypt. The ICRC's regional legal advisory, communication and documentation centre works in close cooperation with the League of Arab States and other ICRC delegations to promote the incorporation of IHL into domestic legislation, military training and academic curricula throughout the Arab world.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ over 1,600 injured people received first-aid treatment from emergency action teams of the Egyptian Red Crescent Society, consisting of 295 volunteers trained and equipped with International Federation and ICRC support
- ▶ local stakeholders enhanced their emergency preparedness, with journalists training to be first-responders and doctors honing their skills to manage potential influxes of weapon-wounded patients
- ▶ discussions with the authorities on the ICRC's offer of services to visit detainees in Egypt resumed in July, but failed to elicit the authorities' approval for such visits
- ▶ owing to insecurity and the political transition under way in the country, activities aimed at assisting migrants in the Sinai and promoting domestic IHL implementation were put on hold
- ▶ more than 2,600 foreign nationals without valid identification papers resettled in third countries with the help of ICRC-issued travel documents
- ▶ military and police officers learnt more about international human rights law and internationally recognized standards applicable to law enforcement and detention at ICRC-supported training/workshops

### EXPENDITURE (in KCHF)

Protection	497
Assistance	55
Prevention	989
Cooperation with National Societies	619
General	-

**2,160**

of which: Overheads 132

### IMPLEMENTATION RATE

Expenditure/yearly budget	<b>100%</b>
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### PERSONNEL

Mobile staff	6
Resident staff (daily workers not included)	43

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	29
RCMs distributed	38
Phone calls facilitated between family members	6,814
People located (tracing cases closed positively)	34
People reunited with their families	5

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Cash	Beneficiaries	121
Work, services and training	Beneficiaries	2

# IRAN, ISLAMIC REPUBLIC OF



The ICRC has been in the Islamic Republic of Iran, with some interruptions, since 1977. It seeks to clarify the fate of POWs registered during the Iran-Iraq war or identified through RCMs. It works in partnership with the Red Crescent Society of the Islamic Republic of Iran in the fields of tracing, physical rehabilitation, international relief efforts and IHL promotion, for which the national IHL committee is also an important partner. It is engaged in a dialogue about IHL and Islam. The ICRC supports mine-risk education.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ Iranian and Iraqi authorities made progress in clarifying the fate of persons missing in relation to the 1980–88 Iran-Iraq war, notably by recovering/repatriating, with ICRC acting as a neutral intermediary, 406 sets of human remains
- ▶ with ICRC technical and training support, local experts honed their forensic skills by, for instance, participating in a regional workshop on forensic anthropology co-organized with the Legal Medicine Organization
- ▶ the Centre for Comparative Studies on Islam and IHL in Qom promoted IHL and its compatibility with Islamic jurisprudence by organizing events specifically for Iranian scholars and publishing resource materials
- ▶ while working to enhance its family-links services and emergency preparedness, the Red Crescent Society of the Islamic Republic of Iran hosted an international experts' workshop on health care delivery during armed conflict
- ▶ thousands of individuals, including refugees, became less vulnerable to the effects of weapon contamination through initiatives undertaken by the ICRC-supported Iranian Mine Action Centre and the National Society
- ▶ certain activities to assist vulnerable groups of people were postponed pending final approval from the authorities

## EXPENDITURE (in KCHF)

Protection	1,567
Assistance	-
Prevention	1,799
Cooperation with National Societies	449
General	-

**3,815**

of which: Overheads 233

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>82%</b>
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## PERSONNEL

Mobile staff	6
Resident staff (daily workers not included)	39

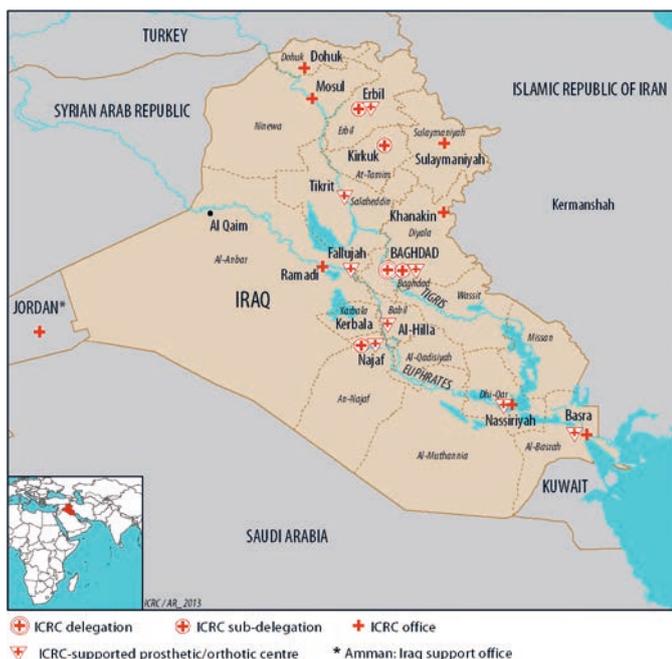
## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
CIVILIANS (residents, IDPs, returnees, etc.)	
Red Cross messages (RCMs)	
RCMs collected	139
RCMs distributed	79
People located (tracing cases closed positively)	79

# IRAQ



The ICRC has been present in Iraq since the outbreak of the Iran-Iraq war in 1980. Protection activities focus on people detained by the Iraqi government and the Kurdistan regional authorities and on efforts to clarify the fate/whereabouts of missing persons. Assistance activities involve helping IDPs and residents restore their livelihoods in remote and/or neglected areas prone to violence, primarily assisting households headed by women, supporting physical rehabilitation and primary health care centres and repairing and upgrading water, health and detention infrastructure. The ICRC continues to promote IHL among weapon bearers and to support the Iraqi Red Crescent Society.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- vulnerable households and communities in violence-affected and neglected areas, although fewer than planned for the year, received assistance thanks to expanded ICRC field presence and the support of local actors
- some 7,000 destitute households headed by farmers, disabled people or female breadwinners improved their living conditions with the help of higher incomes earned through small businesses and agricultural production
- people in violence-prone areas, including IDPs, women and children, enhanced their well-being after gaining access to clean water and to medical services at ICRC-supported facilities
- more than 20,000 people, mostly IDPs and Syrian refugees, eased their distress through emergency assistance in the form of food, hygiene items and household supplies
- detainees visited by the ICRC saw their detention conditions improve following measures taken by the authorities and rehabilitation and other projects directly supported by the ICRC
- 324 sets of human remains were repatriated, under ICRC auspices, to the Islamic Republic of Iran as part of the joint Iranian-Iraqi effort to clarify the fate of persons missing in relation to the 1980–88 Iran-Iraq war

## EXPENDITURE (in KCHF)

Protection	14,055
Assistance	32,862
Prevention	8,287
Cooperation with National Societies	1,278
General	-
<b>Total</b>	<b>56,481</b>

of which: Overheads 3,447

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>85%</b>
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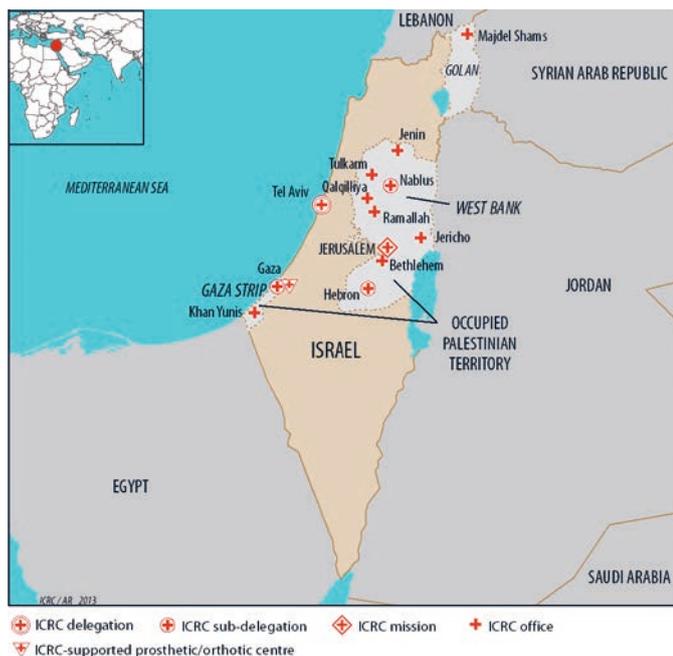
## PERSONNEL

Mobile staff	98
Resident staff (daily workers not included)	736

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	208
RCMs distributed	293
Phone calls facilitated between family members	374
People located (tracing cases closed positively)	40
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	39,563
Detainees visited and monitored individually	604
Number of visits carried out	209
Number of places of detention visited	74
Restoring family links	
RCMs collected	927
RCMs distributed	588
Phone calls made to families to inform them of the whereabouts of a detained relative	2,192

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries 18,000	8,466
Essential household items	Beneficiaries 18,000	20,540
Productive inputs	Beneficiaries 63,000	18,648
Cash	Beneficiaries 34,200	17,829
Work, services and training	Beneficiaries	30,550
Water and habitat activities	Beneficiaries 1,266,000	807,448
Health		
Health centres supported	Structures 20	13
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures 2	3
Physical rehabilitation		
Centres supported	Structures 13	13
Patients receiving services	Patients	32,804

# ISRAEL AND THE OCCUPIED TERRITORIES



The ICRC has been present in Israel and the occupied territories since the 1967 Arab-Israeli war. It strives to ensure respect for IHL, in particular its provisions relative to the protection of civilians living under occupation. It monitors the treatment and living conditions of detainees held by the Israeli and Palestinian authorities and provides assistance to the Palestinian population, particularly during emergencies. As the lead agency for the Movement in this context, the ICRC coordinates the work of its Movement partners and supports the activities of the Magen David Adom and the Palestine Red Crescent Society.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ confidential dialogue with all pertinent parties – Israeli and Palestinian – continued with representations aimed at ensuring respect for civilians, civilian infrastructure and medical services
- ▶ detainees held by the Israeli and Palestinian authorities benefited from ICRC visits to monitor their treatment and living conditions, with the authorities getting feedback and, where appropriate, recommendations for improvement
- ▶ through the ICRC's family-visit programme, 6,501 detainees held by Israel received a total of 57,079 visits from relatives living in the occupied Palestinian territory
- ▶ in the Gaza Strip, nearly 195,000 patients obtained quality health services at 8 ICRC-supported medical facilities, with residents also enjoying cleaner and safer environments after the rehabilitation of water/sanitation facilities
- ▶ over 2,500 individuals withstood extreme weather conditions using ICRC-donated essential items separately distributed by the Magen David Adom, the Palestine Red Crescent Society and the Gaza Strip *de facto* health authorities
- ▶ the ICRC began to engage in a constructive debate with the Israeli public on the legality and humanitarian consequences of Israel's core occupation policies, while maintaining confidential and bilateral dialogue on other issues

## EXPENDITURE (in KCHF)

Protection	15,357
Assistance	20,879
Prevention	4,108
Cooperation with National Societies	4,032
General	-

**44,375**

of which: Overheads **2,708**

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>95%</b>
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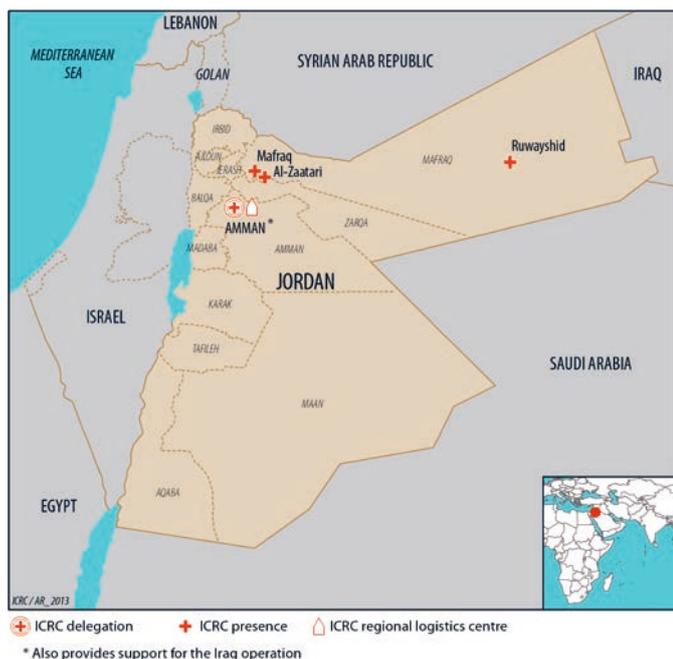
## PERSONNEL

Mobile staff	64
Resident staff (daily workers not included)	300

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	1,498
RCMs distributed	1,684
Phone calls facilitated between family members	5
People located (tracing cases closed positively)	43
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	25,139
Detainees visited and monitored individually	4,127
Number of visits carried out	695
Number of places of detention visited	130
Restoring family links	
RCMs collected	1,909
RCMs distributed	1,705
Phone calls made to families to inform them of the whereabouts of a detained relative	2,508

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Essential household items	Beneficiaries 825	2,842
Productive inputs	Beneficiaries 5,850	14,422
Cash	Beneficiaries 200	2,693
Work, services and training	Beneficiaries 2,600	
Water and habitat activities	Beneficiaries 510,000	869,000
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures 8	17
Water and habitat		
Water and habitat activities	Number of beds	2,097
Physical rehabilitation		
Centres supported	Structures 1	1
Patients receiving services	Patients	2,495

# JORDAN



The ICRC has been present in Jordan since the 1967 Arab-Israeli war. Its work largely consists of visiting detainees to monitor their treatment and living conditions, and providing tracing and RCM services to enable civilians, including refugees, and foreign detainees to restore contact with their family members. In a subsidiary role, it supports and assists refugees who have fled the conflict in the Syrian Arab Republic. In close cooperation with the Jordan National Red Crescent Society, it promotes IHL throughout Jordanian society. The delegation provides logistical support to ICRC relief operations in the region and beyond.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ as of September, over 100,000 refugees from the Syrian Arab Republic recovered from their journey at collection points, before moving to a camp, thanks to juice and biscuits, and meals prepared by an ICRC-supported NGO
- ▶ wounded and sick Syrians received life-saving care at ICRC-supported health posts and clinics and, following an agreement with the Health Ministry, at Al-Mafraq Hospital, with on-site guidance from an ICRC surgical team
- ▶ people separated from their relatives, including Syrian refugees at the Al-Zaatari camp and elsewhere, contacted family members by phone and RCMs, with help from Jordan National Red Crescent Society volunteers
- ▶ people deprived of their freedom, including Palestinian and Syrian internees, received visits from ICRC delegates, who monitored their treatment and living conditions and provided them with ad hoc material assistance
- ▶ at the ICRC's invitation, members of Syrian armed groups learnt more about IHL and humanitarian principles during 7 two-day dissemination sessions conducted by the ICRC in Jordan
- ▶ the Jordanian Red Crescent, having provided relief and family-links services to Syrian refugees, improved its capacities at branch level while boosting its visibility and image as a humanitarian organization

## EXPENDITURE (in KCHF)

Protection	3,193
Assistance	4,292
Prevention	1,698
Cooperation with National Societies	1,075
General	754

**11,012**

of which: Overheads **672**

## IMPLEMENTATION RATE

Expenditure/yearly budget	<b>87%</b>
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## PERSONNEL

Mobile staff	33
Resident staff (daily workers not included)	116

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	52
RCMs distributed	135
Phone calls facilitated between family members	7,062
People located (tracing cases closed positively)	12
People reunited with their families	1
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	11,086
Detainees visited and monitored individually	853
Number of visits carried out	71
Number of places of detention visited	19
<b>Restoring family links</b>	
RCMs collected	315
RCMs distributed	95
Phone calls made to families to inform them of the whereabouts of a detained relative	28

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries 100,000	202,028
Essential household items	Beneficiaries 100,000	15,310
Cash	Beneficiaries 5,000	5,000
Work, services and training	Beneficiaries 68	
Water and habitat activities	Beneficiaries 92,400	335,000
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures 1	1

### Comments

Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.

# LEBANON



The ICRC has been present in Lebanon since the 1967 Arab-Israeli war. With the Lebanese Red Cross, it works to protect and assist civilians affected by armed conflict and other situations of violence. In a subsidiary role, it facilitates access to medical care and water, and provides other relief to refugees who fled the armed conflict in the Syrian Arab Republic. It visits detainees to monitor their treatment and living conditions; provides family-links services, notably to foreign detainees and refugees; works with those concerned to address the plight of the families of the missing; and promotes IHL compliance across Lebanon.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action **HIGH**

## KEY RESULTS/CONSTRAINTS

### In 2013:

- wounded evacuees from the Syrian Arab Republic (hereafter Syria) received emergency surgical care at Lebanese hospitals thanks to ICRC financial support
- with financial/technical/material support from the ICRC, the emergency medical services of the Lebanese Red Cross provided first-aid treatment, medical evacuations and blood bank services to wounded people from Syria
- people fleeing the Syrian armed conflict had their protection needs addressed, with gaps in the assistance being provided to them by the Lebanese government, the UN and their partners filled in part by the ICRC
- Lebanese residents and Syrian refugees living in the Bekaa Valley and Tripoli enjoyed improved access to water following the rehabilitation of water pumps and other projects carried out by the ICRC with the local authorities
- detainees benefited from regular ICRC visits to monitor their treatment and living conditions, and from confidential feedback and recommendations for improvement submitted to the authorities
- collection of ante-disappearance data from the families of missing persons continued, despite the political situation delaying government action on ICRC recommendations based on an assessment of the families' needs

EXPENDITURE (in KCHF)	
Protection	3,771
Assistance	10,974
Prevention	1,344
Cooperation with National Societies	2,208
General	-

**18,297**

of which: Overheads 1,106

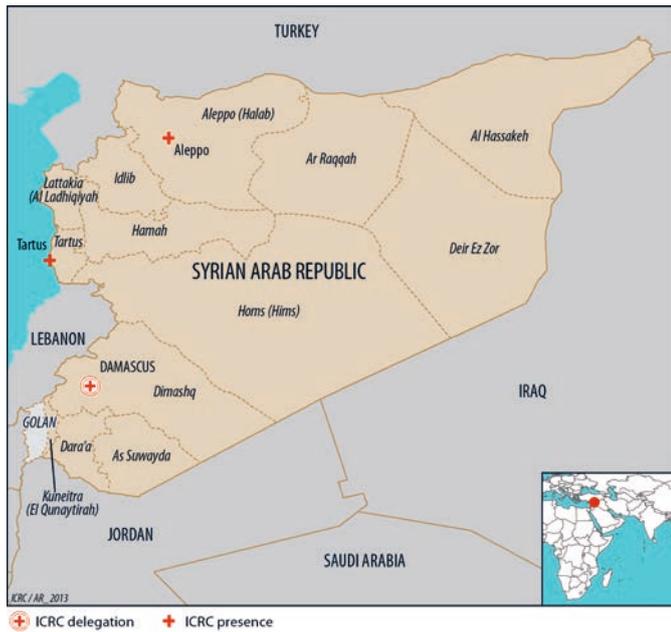
IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>108%</b>

PERSONNEL	
Mobile staff	23
Resident staff (daily workers not included)	70

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
Red Cross messages (RCMs)	
RCMs collected	36
RCMs distributed	55
Phone calls facilitated between family members	12
People located (tracing cases closed positively)	40
People reunited with their families	3
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
ICRC visits	
Detainees visited	6,249
Detainees visited and monitored individually	771
Number of visits carried out	139
Number of places of detention visited	29
Restoring family links	
RCMs collected	122
RCMs distributed	65
Phone calls made to families to inform them of the whereabouts of a detained relative	1,120

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries 12,500	12,591
Essential household items	Beneficiaries 50,000	34,716
Water and habitat activities	Beneficiaries 300,000	231,491
<b>WOUNDED AND SICK</b>		
Hospitals		
Hospitals supported	Structures 10	24
Water and habitat		
Water and habitat activities	Number of beds	10

# SYRIAN ARAB REPUBLIC



The ICRC has been present in the Syrian Arab Republic since the 1967 Arab-Israeli war. It works with the National Society to help people affected by armed conflict receive emergency relief and access safe water and medical care. It aims to visit all people held in relation to the conflict. It fosters respect for IHL by all parties, notably in relation to sick and wounded patients and medical services. It acts as a neutral intermediary for issues of humanitarian concern between the Israeli-occupied Golan and the Syrian Arab Republic. It helps separated relatives maintain contact.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ dialogue with the Syrian government, armed groups and key actors of influence, and public communication repeatedly emphasized all parties' obligations under IHL, including the respect due to medical/humanitarian workers
- ▶ Syrian government restrictions and insecurity, including in areas held by armed groups, regularly impeded Syrian Arab Red Crescent/ICRC activities for conflict-affected people, particularly in besieged areas
- ▶ wounded and sick people obtained medical care with the help of surgical/first-aid materials given to hospitals and National Society facilities, although only to a very limited extent in areas controlled by armed groups
- ▶ more than 20 million people accessed clean water, over 3.5 million people received food, and over 1 million received household essentials including hygiene kits, through joint National Society/ICRC action
- ▶ lack of authorization precluded ICRC detention visits and dialogue with Syrian military/security forces, while insecurity on the ground and divisions among armed groups stymied the IHL briefings planned for their members
- ▶ the Syrian authorities responded partially to 271 inquiries about people allegedly arrested/detained, but had not replied to over 1,500 similar requests for information submitted to them on behalf of the families concerned

EXPENDITURE (in KCHF)	
Protection	1,788
Assistance	71,611
Prevention	2,043
Cooperation with National Societies	5,841
General	-

**81,283**

of which: Overheads **4,948**

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>80%</b>

PERSONNEL	
Mobile staff	31
Resident staff (daily workers not included)	105

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
CIVILIANS (residents, IDPs, returnees, etc.)	
Red Cross messages (RCMs)	
RCMs collected	8
RCMs distributed	6
People located (tracing cases closed positively)	239

ASSISTANCE	Targets	Achieved
CIVILIANS (residents, IDPs, returnees, etc.)		
Economic security, water and habitat (in some cases provided within a protection or cooperation programme)		
Food commodities	Beneficiaries 4,050,000	3,567,485
Essential household items	Beneficiaries 1,350,000	1,066,212
Cash	Beneficiaries 25,000	
Work, services and training	Beneficiaries 25,000	
Water and habitat activities	Beneficiaries 12,500,000	20,000,000
Health		
Health centres supported	Structures 9	6
WOUNDED AND SICK		
Hospitals		
Hospitals supported	Structures	18

### Comments

Owing to operational and management constraints, figures presented in this table may not reflect all activities carried out during the reporting period.

# YEMEN



+ ICRC delegation    + ICRC sub-delegation    + ICRC office  
▽ ICRC-supported prosthetic/orthotic centre

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ insecurity, access constraints and restrictions imposed by local authorities hampered the implementation of certain activities, leading the ICRC in some cases to modify its operations, including by reducing staff movements
- ▶ through contacts with authorities, weapon bearers, community leaders and the wider public, the ICRC sought to gain access to people in need, acceptance for its mandate and support for the goals of the Health Care in Danger project
- ▶ 143 people critically wounded during fighting in Dammaj, Sa'ada province, received appropriate medical treatment after being evacuated to hospital by the ICRC, acting as a neutral intermediary, in 5 cross-line operations
- ▶ people in conflict-affected areas accessed good-quality health/medical care at ICRC-supported facilities, including Al-Razi hospital, which an ICRC surgical team supported until its withdrawal in May following security incidents
- ▶ people newly affected by conflict received emergency aid, with others benefiting from early-recovery initiatives that included livelihood support and the restoration of basic health and water services
- ▶ an agreement granting the ICRC comprehensive access to detainees held by various Yemeni authorities was approved by the Council of Ministers, but pending signature at year's end

EXPENDITURE (in KCHF)	
Protection	2,854
Assistance	18,346
Prevention	2,637
Cooperation with National Societies	1,228
General	-
<b>Total</b>	<b>25,065</b>

of which: Overheads 1,530

IMPLEMENTATION RATE	
Expenditure/yearly budget	74%

PERSONNEL	
Mobile staff	49
Resident staff (daily workers not included)	214

The ICRC has been working in Yemen since the civil war in 1962. The ICRC responds to the armed conflicts and other situations of violence in the country by: helping secure the water supply; providing emergency relief, livelihood support and medical assistance to civilians; monitoring the treatment and living conditions of people held in relation to the situation; and enabling them, other nationals and refugees restore contact with their family members, including those abroad. The ICRC promotes respect for humanitarian principles and IHL, primarily among weapon bearers. The Yemen Red Crescent Society is the ICRC's main partner.

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**MEDIUM**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	4,996
RCMs distributed	2,350
Phone calls facilitated between family members	363
People located (tracing cases closed positively)	64
People reunited with their families	1
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	5,986
Detainees visited and monitored individually	59
Number of visits carried out	42
Number of places of detention visited	17
<b>Restoring family links</b>	
RCMs collected	12
RCMs distributed	4
Phone calls made to families to inform them of the whereabouts of a detained relative	10

ASSISTANCE	Targets	Achieved
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>		
<b>Economic security, water and habitat (in some cases provided within a protection or cooperation programme)</b>		
Food commodities	Beneficiaries	21,000 / 10,638
Essential household items	Beneficiaries	42,000 / 44,897
Productive inputs	Beneficiaries	252,000 / 321,715
Cash	Beneficiaries	48,627
Water and habitat activities	Beneficiaries	1,229,000 / 1,266,599
<b>Health</b>		
Health centres supported	Structures	20 / 16
<b>WOUNDED AND SICK</b>		
<b>Hospitals</b>		
Hospitals supported	Structures	3
<b>Water and habitat</b>		
Water and habitat activities	Number of beds	187
<b>Physical rehabilitation</b>		
Centres supported	Structures	5 / 4
Patients receiving services	Patients	68,136

# KUWAIT (regional)

**COVERING:** member States of the Gulf Cooperation Council, namely Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates



ICRC regional delegation

The ICRC has been in Kuwait since the 1990–91 Gulf War. It focuses on humanitarian needs remaining from that war or arising from current armed conflicts and other situations of violence in the wider region. Its work includes activities for people deprived of their freedom in the countries covered and the promotion of IHL and its own role as a neutral, impartial and independent humanitarian organization, among governments and other circles. Strengthening partnerships with the Red Crescent Societies of the region is another priority, along with resource mobilization and coordination with other actors.

## KEY RESULTS/CONSTRAINTS

### In 2013:

- ▶ detainees in Bahrain, Kuwait and Qatar had their treatment and living conditions monitored during ICRC visits, with the pertinent authorities confidentially receiving feedback and, where appropriate, recommendations afterwards
- ▶ penitentiary officers/health staff in Bahrain and Kuwait bolstered their knowledge of internationally recognized detention standards, particularly for health care provision, at seminars/dissemination sessions
- ▶ the region's National Societies enhanced their emergency preparedness and other operational capacities, including through a regional course in responding to large-scale emergencies hosted by the Qatar Red Crescent Society/ICRC
- ▶ the region's authorities and civil society, particularly Islamic groups, increased their understanding of humanitarian principles and IHL by participating in regional/local events and interacting with the ICRC
- ▶ senior military officers discussed ways to expand IHL instruction within their respective armed forces at a regional IHL integration workshop – the first of its kind – jointly organized by the Qatari authorities and the ICRC

EXPENDITURE (in KCHF)	
Protection	1,581
Assistance	201
Prevention	1,287
Cooperation with National Societies	458
General	255

**3,782**

of which: Overheads 231

IMPLEMENTATION RATE	
Expenditure/yearly budget	<b>98%</b>

PERSONNEL	
Mobile staff	10
Resident staff (daily workers not included)	23

## YEARLY RESULT

Level of achievement of ICRC yearly objectives/plans of action

**HIGH**

PROTECTION	Total
<b>CIVILIANS (residents, IDPs, returnees, etc.)</b>	
<b>Red Cross messages (RCMs)</b>	
RCMs collected	229
RCMs distributed	219
Phone calls facilitated between family members	117
People located (tracing cases closed positively)	11
<b>PEOPLE DEPRIVED OF THEIR FREEDOM (All categories/all statuses)</b>	
<b>ICRC visits</b>	
Detainees visited	7,507
Detainees visited and monitored individually	514
Number of visits carried out	28
Number of places of detention visited	20

# FINANCE AND ADMINISTRATION

# THE FINANCIAL YEAR 2013

The 2013 financial exercise presented a consolidated excess of KCHF 92,960, compared with a deficit of KCHF -21,563 in 2012. The major drivers for this surplus were: a significant increase in donor support, the impact of the restructuring of the pension plan and the relatively calm year for the financial market. Due to the intensity of needs related to key operations in 2013, field expenditures amounted to KCHF 1,045,078, which represented an increase of KCHF 115,629. Field operations were overfunded by KCHF 32,816 (2012: KCHF -50,720), to which a balance brought forward of KCHF 3,869 from 2012 must be added. This funding excess of KCHF 36,685 was actually the net difference between underfunded operations, which amounted to KCHF -15,421, and earmarked overfunded operations, which amounted to KCHF 52,106. The quality of loosely and non-earmarked funding, of paramount importance to the ICRC's operational capacity, dropped to 36% (2012: 40%).

## EMERGENCY APPEALS

The initial budget of KCHF 988,722 increased by KCHF 163,789 as a result of budget extensions related to the outbreak or escalation of conflict in areas covered by ICRC delegations in the Democratic Republic of the Congo, Mali, Myanmar, the Philippines, and the Syrian Arab Republic and neighbouring countries.

Total field expenditure amounted to KCHF 1,045,078, compared with KCHF 929,449 in 2012, representing a 91% implementation rate compared with the final budget. Direct contributions to the field budget reached KCHF 1,075,576.

## HEADQUARTERS APPEAL

The final headquarters budget was KCHF 193,134 and resulted in a level of expenditure of KCHF 188,965, which corresponded to an implementation rate of 98%.

## BALANCE SHEET

No significant changes occurred in the consolidation perimeter since adherence to International Financial Reporting Standards (IFRS) was reinforced in 2011 to maintain transparency in ICRC financial statements. Significant drivers in the balance sheet remained long-term donor commitments and human resources. The impact of the latter was reduced by the restructuring of the pension plan, where the defined benefit plan was substituted by a defined contribution plan, leading towards a significant liability risk exposure for the ICRC.

## STATEMENT OF INCOME AND EXPENDITURE

After consolidation of the operational results of field, headquarters and funds and foundations financial structures, there was an overall surplus of KCHF 92,960 for the year, compared with a deficit of KCHF -21,563 in 2012. The 2013 consolidated operating result reflected the combined effects of increased direct funding of operations due to the large number of budget extensions and highly visible operations, as well as operational limitations in various contexts marked with increased access difficulties. The non-operating result benefited from the relative currency stability and better financial market.

## AUDITORS OPINION AND INTERNAL CONTROL

External auditors have provided an unrestricted audit opinion on the ICRC's IFRS-compliant financial statements.

As per Swiss legal requirements regarding internal control systems, the external auditors have confirmed unreservedly the existence of such a system at the ICRC and have provided an unqualified audit opinion on the consolidated financial statements.

# CONSOLIDATED FINANCIAL STATEMENTS OF THE ICRC 2013

<b>Consolidated Statement of Financial Position</b> .....	143
<b>Consolidated Statement of Comprehensive Income</b> .....	144
<b>Consolidated Statement of Cash Flows</b> .....	145
<b>Consolidated Statement of Changes in Reserves</b> .....	146
<b>Notes to the Consolidated Financial Statements</b> .....	147
1. Activities .....	147
2. Basis of preparation .....	147
3. Summary of significant accounting policies .....	153
4. Changes in accounting policies and disclosures .....	153
5. Significant accounting judgments, estimates and assumptions .....	154
6. Standards issued but not yet effective .....	155
7. Cash and cash equivalents .....	155
8. Investments .....	155
9. Accounts receivable .....	155
10. Prepayments .....	156
11. Inventories .....	156
12. Other financial assets .....	156
13. Long-term receivables .....	156
14. Property, plant and equipment .....	157
15. Intangible assets .....	158
16. Accounts payable and accrued expenses .....	158
17. Loans and borrowings .....	158
18. Provisions for operational claims .....	159
19. Current employee benefit liabilities .....	159
20. Deferred income .....	159
21. Other financial liabilities .....	159
22. Non-current employee benefit liabilities .....	159
23. Permanently restricted reserves for the funds and foundations .....	165
24. Temporarily restricted reserves for the funding of operations .....	165
25. Unrestricted reserves designated by the assembly .....	166
26. Contributions .....	166
27. Operating expenditure by cash, kind and services .....	167
28. Overheads and administrative costs .....	168
29. Staff-related costs and figures .....	169
30. Leases .....	169
31. Financial income, net .....	169
32. Non-operating income and expenses .....	170
33. Taxes .....	170
34. Financial risk management objectives and policies .....	170
35. Fair value .....	173
36. Contingent assets .....	174
37. Contingent liabilities .....	174
38. Capital and contractual commitments .....	174
39. Related parties .....	174
40. Notes to the statement of cash flows .....	175
41. Approval of consolidated financial statements .....	175
Ernst & Young letter .....	176

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
AS AT 31 DECEMBER

(in KCHF)	Note	2013	2012
<b>ASSETS</b>			
Cash and cash equivalents	7	218,136	210,088
Investments	8	191,824	170,753
Accounts receivable	9	285,703	166,672
Prepayments	10	14,615	11,149
Inventories	11	39,796	38,453
Other financial assets	12	23	144
<b>Total Current assets</b>		<b>750,097</b>	<b>597,259</b>
Investments	8	108,072	118,756
Long-term receivables	13	133,126	224,415
Property, plant and equipment	14	179,543	173,700
Intangible assets	15	28,738	20,198
Other financial assets	12	2,289	1,924
<b>Total Non-current assets</b>		<b>451,768</b>	<b>538,993</b>
<b>Total ASSETS</b>		<b>1,201,865</b>	<b>1,136,252</b>
<b>LIABILITIES</b>			
Accounts payable and accrued expenses	16	42,557	38,128
Loans and borrowings	17	1,351	1,029
Provisions for operational claims	18	1,143	955
Employee benefit liabilities	19	45,732	46,244
Deferred income	20	221,571	131,569
Other financial liabilities	21	276	15
<b>Total Current liabilities</b>		<b>312,630</b>	<b>217,940</b>
Loans and borrowings	17	19,800	20,429
Employee benefit liabilities	22	207,035	292,940
Deferred income	20	178,426	280,044
<b>Total Non-current liabilities</b>		<b>405,261</b>	<b>593,413</b>
<b>Total LIABILITIES</b>		<b>717,891</b>	<b>811,353</b>
<b>RESERVES</b>			
Permanently restricted reserves for the funds and foundations	23	36,946	36,200
Temporarily restricted reserves for the funding of operations	24	37,191	3,922
<b>Total Restricted reserves</b>		<b>74,137</b>	<b>40,122</b>
Unrestricted reserves designated by the Assembly	25	395,436	270,376
Other unrestricted reserves		14,401	14,401
<b>Total Unrestricted reserves</b>		<b>409,837</b>	<b>284,777</b>
<b>Total RESERVES</b>		<b>483,974</b>	<b>324,899</b>
<b>Total LIABILITIES and RESERVES</b>		<b>1,201,865</b>	<b>1,136,252</b>

The accompanying notes are an integral part of the consolidated financial statements.

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
FOR THE YEAR ENDED 31 DECEMBER

(in KCHF)	Note	2013	2012
<b>OPERATING INCOME</b>			
Contributions	26	1,223,635	1,013,359
<b>Total Operating income</b>		<b>1,223,635</b>	<b>1,013,359</b>
<b>OPERATING EXPENDITURE</b>			
Staff-related costs	29	-515,104	-526,771
Mission costs		-57,405	-59,577
Rentals	30	-106,038	-104,248
Sub-contracted maintenance		-42,836	-36,840
Purchase of goods and materials		-251,334	-202,034
Financial assistance	3.23	-60,298	-16,089
General expenditure		-84,788	-76,269
Depreciation		-25,627	-26,633
<b>Total Operating expenditure</b>	<b>27</b>	<b>-1,143,430</b>	<b>-1,048,461</b>
<b>Net surplus/(deficit) of operating activities</b>		<b>80,205</b>	<b>-35,102</b>
<b>NON-OPERATING INCOME</b>			
Financial income, net	31	15,847	11,251
Other income	32	9,925	21,524
<b>Total Non-operating income</b>		<b>25,772</b>	<b>32,775</b>
<b>NON-OPERATING EXPENDITURE</b>			
Foreign exchange losses, net		-2,179	-2,424
Other expenses	32	-10,838	-16,812
<b>Total Non-operating expenditure</b>		<b>-13,017</b>	<b>-19,236</b>
<b>Net surplus of non-operating activities</b>		<b>12,755</b>	<b>13,539</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>92,960</b>	<b>-21,563</b>
<b>OTHER COMPREHENSIVE INCOME - Items that will not be reclassified to profit and loss</b>			
Actuarial gains on defined benefit plans	22	66,115	15,336
<b>Total Other comprehensive income for the year</b>		<b>66,115</b>	<b>15,336</b>
<b>Total COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR</b>		<b>159,075</b>	<b>-6,227</b>
Withdrawal from reserves, net		-159,075	6,227
<b>Comprehensive income for the year after allocations</b>		<b>-</b>	<b>-</b>

The accompanying notes are an integral part of the consolidated financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER

(in KCHF)	Note	2013	2012
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus/(deficit) for the year		92,960	-21,563
<b>ADJUSTMENTS TO RECONCILE SURPLUS/(DEFICIT) TO NET CASH FROM OPERATING ACTIVITIES</b>			
Non-cash items	40	-1,082	21,646
Items relating to investing activities	40	-22,590	-18,732
Working capital adjustments	40	-33,055	30,585
<b>Net cash from operating activities</b>		<b>36,233</b>	<b>11,936</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment	14	-29,736	-26,723
Purchase of intangible assets	15	-12,569	-9,046
Purchase of investments		-70,007	-209,031
Purchase of short-term deposits, net		30,003	60,966
Proceeds from sale of property, plant and equipment		5,667	3,599
Proceeds from sale of investments		47,019	53,016
Interest received		1,179	1,228
Income from investments, net	31	2,045	1,644
<b>Net cash used in investing activities</b>		<b>-26,399</b>	<b>-124,347</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayments of loans and borrowings		-728	-728
Increase of loans and borrowings	17	-	-
<b>Net cash used in financing activities</b>		<b>-728</b>	<b>-728</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>9,106</b>	<b>-113,139</b>
Cash and cash equivalents at 1 January		209,699	324,161
Effect of exchange rate fluctuations on cash held		-1,392	-1,323
<b>Cash and cash equivalents at 31 December</b>	<b>7</b>	<b>217,413</b>	<b>209,699</b>

The accompanying notes are an integral part of the consolidated financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN RESERVES**  
FOR THE YEAR ENDED 31 DECEMBER

(in KCHF)	Restricted reserves		Unrestricted reserves		Comprehensive income/ (loss)	Reserves
	Funds and foundations	Funding of operations	Designated by the Assembly	Other reserves		
Note	23	24	25			
<b>Balance at 1 January 2012</b>	35,396	54,604	226,725	14,401	-	331,126
Net deficit for the year					-21,563	-21,563
Other comprehensive income for the year					15,336	15,336
<b>Total comprehensive income for the year</b>					<b>-6,227</b>	<b>-6,227</b>
<b>Balance before allocations to / withdrawals from reserves</b>	35,396	54,604	226,725	14,401	-6,227	324,899
Allocation of results of funds and foundations	804				-804	-
Decrease of field operations with temporary deficit financing		-55,541			55,541	-
Increase in donors' restricted contributions for specific operations		4,859			-4,859	-
Use of reserves designated by the Assembly			-21,769		21,769	-
Allocation to reserves designated by the Assembly			65,420		-65,420	-
<b>Total allocations to / withdrawals from reserves, net</b>	804	-50,682	43,651	-	6,227	-
<b>Balance at 31 December 2012</b>	36,200	3,922	270,376	14,401	-	324,899
Net surplus for the year					92,960	92,960
Other comprehensive income for the year					66,115	66,115
<b>Total comprehensive income for the year</b>					<b>159,075</b>	<b>159,075</b>
<b>Balance before allocations to / withdrawals from reserves</b>	36,200	3,922	270,376	14,401	159,075	483,974
Allocation of results of funds and foundations	746				-746	-
Increase of field operations with temporary deficit financing		57,573			-57,573	-
Decrease in donors' restricted contributions for specific operations		-24,304			24,304	-
Use of reserves designated by the Assembly			-4,634		4,634	-
Allocation to reserves designated by the Assembly			129,694		-129,694	-
<b>Total allocations to / withdrawals from reserves, net</b>	746	33,269	125,060	-	-159,075	-
<b>Balance at 31 December 2013</b>	36,946	37,191	395,436	14,401	-	483,974

The accompanying notes are an integral part of the consolidated financial statements.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2013

### 1. ACTIVITIES

The ICRC is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance.

It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

Established in 1863, the ICRC is at the origin of the Movement. It is formally recognized in the 1949 Geneva Conventions and by the International Conferences of the Red Cross and Red Crescent. As humanitarian non-profit organization domiciled in Switzerland, it was granted United Nations observer status in October 1990. Under Article 60 of the Swiss Civil Code, it has the legal form of an association. Its registered office is 19, Avenue de la Paix, 1202 Geneva, Switzerland.

The ICRC's principal tasks are to:

- ▶ visit prisoners of war and civilian detainees
- ▶ search for missing persons
- ▶ transmit messages between family members separated by conflict
- ▶ reunite dispersed families
- ▶ provide food, water and medical assistance to civilians without access to these basic necessities
- ▶ spread knowledge of International Humanitarian Law (hereafter IHL)
- ▶ monitor compliance with IHL
- ▶ draw attention to violations and contribute to the development of IHL
- ▶ enhance the capacity of National Societies to fulfil their responsibilities as Red Cross and Red Crescent institutions providing humanitarian services in their respective countries

The consolidated financial statements of the ICRC cover the activities of Geneva headquarters, all ICRC delegations, seven funds and two foundations.

### 2. BASIS OF PREPARATION

#### Statement of compliance

The consolidated financial statements have been prepared in compliance with the International Financial Reporting Standards (IFRS) as adopted by the International Accounting Standards Board (IASB) and with interpretations issued by the IASB Standards Interpretations Committee (SIC) and the IFRS Interpretations Committee (IFRIC), and are presented in accordance with the ICRC's Statutes.

Currently, IFRS does not contain specific guidelines for non-profit and non-governmental organizations concerning the accounting treatment and presentation of consolidated financial statements. Where the IFRS are silent or do not give guidance on how to treat transactions specific to the not-for-profit sector, accounting policies have been based on the general IFRS principles, as detailed in the basis of measurement of the IASB Framework for the Preparation and Presentation of Financial Statements.

The consolidated financial statements have been prepared using the historical cost convention. However, investments and derivative financial instruments are stated at their fair value.

#### Functional and presentation currency

The consolidated financial statements are presented in Swiss francs, which is the organization's functional and presentation currency. All financial information presented in Swiss francs has been rounded to the nearest thousand (KCHF), except when otherwise indicated.

#### Basis of consolidation of the funds and foundations

The funds and foundations listed below are controlled by the ICRC and their financial statements are included in the consolidated financial statements. Intragroup balances and transactions, and any gains from such transactions, are eliminated when the consolidated financial statements are prepared. The financial statements of the funds and foundations are prepared for the same reporting period as the ICRC, using consistent accounting policies.

Control exists when the ICRC has the power, directly or indirectly, to govern the financial and operating policies of an entity. The financial statements of the funds and foundations are included in the consolidated financial statements from the date that control commences until the date that control ceases. The ICRC reviews its significant judgment and assumptions made in determining that it has control of other entities on an annual basis.

The general purpose of the following funds and foundations is to help finance the ICRC's humanitarian work:

- ▶ Foundation for the International Committee of the Red Cross
- ▶ Special Fund for the Disabled
- ▶ Clare R. Benedict Fund
- ▶ Omar El Mukhtar Fund
- ▶ Augusta Fund
- ▶ Florence Nightingale Medal Fund
- ▶ French Fund Maurice de Madre
- ▶ Paul Reuter Fund
- ▶ Jean Pictet Fund

### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### 3.1 Foreign-currency transactions

Transactions in currencies other than Swiss francs are converted into Swiss francs at rates which approximate the actual rates at the transaction date. At the reporting date, monetary assets and liabilities denominated in foreign currency are converted into Swiss francs at the rate of exchange at that date. Non-monetary assets and liabilities in foreign currency that are stated at historical cost are translated at the foreign exchange rate at the date of the transaction. Realized and unrealized exchange differences are reported in the income statement.

#### 3.2 Cash and cash equivalents

The ICRC considers cash on hand, cash at banks and short-term deposits with an original maturity of three months or less to be "Cash and cash equivalents". Otherwise, when term deposits have an original maturity of over three months, they are classified as current investments.

Bank borrowings that are repayable on demand and form an integral part of the ICRC's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

### 3.3 Investments

In accordance with its documented investment management policy, the ICRC classifies its investments in the following categories: at fair value through profit and loss or held-to-maturity.

#### a) At fair value through profit and loss

Financial assets at fair value through profit and loss are financial assets held-for-trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. All assets in this category are classified as current assets, as they are expected to be settled within 12 months.

Held-for-trading investments are recognized and derecognized on the trade date that the ICRC, or the portfolio manager acting on behalf of the ICRC, commits to purchase or sell them.

The financial assets held-for-trading are measured at fair value through profit or loss. The fair value of equity and debt securities is determined by reference to their quoted closing price at the reporting date, or, if unquoted, using a valuation technique. The valuation techniques employed include market multiple and discounted cash-flow analysis using expected future cash flows and a market-related discount rate. Fair value gains or losses, which take into account any dividend income, are recognized in the income statement. Attributable transaction costs are also recognized in the income statement as incurred.

#### b) Held-to-maturity

When the ICRC has the positive intent and ability to hold debt securities to maturity, then such financial assets are classified as held-to-maturity. Bonds in this category are classified as current investments if expected to be settled within 12 months, otherwise they are classified as non-current assets.

Held-to-maturity investments are recognized initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, held-to-maturity are measured at amortized cost using the effective interest rate, less any impairment losses (see Note 3.9). However, debt securities with variable interest rates that satisfy the criteria for a held-to-maturity investment are measured at fair value, because it is not possible to calculate an effective interest rate given their variable rates.

### 3.4 Accounts receivable

#### a) Measurement

Receivables are stated at their cost net of an allowance on outstanding amounts to cover the risk on non-payment (see Notes 9 and 13).

The main receivables positions are recognized for:

- ▶ pledges: at the moment of a written confirmation, except pledges falling due after five years, which are considered as contingent assets only and are not recognized owing to uncertainties associated with their receipts (see Note 36); the ICRC recognizes this revenue when the written confirmation includes a clear and firm commitment from the donor and the realization of the income is virtually certain
- ▶ re-invoiced costs: at the moment when (i) the service or basic expenditure is fulfilled, or (ii) ownership of the asset is transferred
- ▶ insurance reimbursement: the compensation receivable from the insurance company qualifies for recognition as an asset when the loss event that created an unconditional contractual right for the ICRC to assert a claim at the reporting date has

occurred and the claim is not disputed by the insurer; as the only uncertainty regarding recovery of the insured loss is the settlement amount, the ICRC recognizes its best estimate of the reimbursement, not exceeding the amount of the loss.

Accounts receivable after the date of the statement of financial position are discounted to estimate their present value at this same date.

#### b) Valuation

The ICRC maintains allowances for doubtful accounts in respect of estimated losses resulting from the inability of donors to make the required payments. Evidence of impairment may include indications that the debtors or a group of debtors are experiencing significant financial difficulty or default in interest or principal payments, the probability that they will enter bankruptcy or any financial reorganization, and observable data indicating that there is a measurable decrease in future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

Management specifically analyses accounts receivable, historical trends and current economic trends when assessing the adequacy of the allowance for doubtful accounts. The allowance is made on the basis of a specific individual review of all significant outstanding positions. For those positions not specifically reviewed, the allowance is made using different rates depending on the age of the receivable. These rates are determined in the light of past experience.

### 3.5 Inventories

*Inventories held at headquarters and at the principal regional distribution centre* in Nairobi (Kenya) are considered as uncommitted inventories and recorded at cost. The cost of inventories includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Expenditure is recognized at the moment such inventories are delivered or consumed. Obsolete inventories are written off.

*Inventories held on behalf of beneficiaries at other locations* are considered as committed and are included in expenditure owing to the nature of ICRC operations.

The cost of inventories of perishable goods is based on the “first-expired first-out” principle. The cost of other inventories is based on the “first-in first-out” principle, except where goods have been specifically earmarked, in which case they are used first and their costs therefore specifically identified.

The ICRC periodically reviews its inventory for excess, obsolescence and declines in market value below cost and records an allowance against the inventory balance for any such declines.

### 3.6 Derivative financial instruments

The ICRC applies accounting-based hedging, which means that the transactional exposure arises once identified in the books. No hedge accounting was applied in 2013 or 2012.

The ICRC uses derivative financial instruments such as spots, forward contracts and swaps to hedge the risks associated with foreign currency fluctuations. The ICRC can also use derivative future contracts to hedge its exposure to market risks arising from its investment portfolios.

Such derivative financial instruments are recognized at fair value, initially on the date on which a derivative contract is entered into and subsequently at each reporting date. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative. Any gains or losses arising from changes in fair value on derivatives during the year are integrated directly into the income statement.

### 3.7 Property, plant and equipment

#### a) Acquired assets

Items of property, plant and equipment acquired using unrestricted funds are measured at their historical costs and are capitalized (i) when they are used for the ICRC, and (ii) when the following limits are reached for individual asset amounts:

- ▶ land and buildings all
- ▶ equipment, vehicles and hardware KCHF 10

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the item of property and equipment. All other expenditure is recognized in the income statement as an expense as incurred.

Depreciation is calculated using the “straight line” method so as to depreciate the initial cost over the item’s estimated useful life, which is as follows:

Tangible assets	Useful life
Buildings and land improvements – Switzerland	20 to 70 years
Buildings – other countries	3 to 20 years
Fixed installations	10 years
Equipment and vehicles	5 to 8 years
Hardware (IT equipment)	3 years
Land	Not depreciated

#### b) Contributed assets

Contributed assets are either assets funded by contributions in cash for assets or assets donated in kind.

Assets donated in kind are booked at the fair value reported by the donor. However, the ICRC recognizes a day 1 loss if the fair value was materially higher than the current replacement cost.

All contributed assets up to CHF 1 million that are subject to depreciation are fully depreciated in the year their related contributions are recognized. For the largest contributed assets, however, the carrying value is recognized in the income statement over the useful life of the asset by means of a depreciation expense.

### 3.8 Intangible assets

#### a) Measurement

Intangible assets acquired separately are measured on initial recognition at cost if their individual cost exceeds the threshold of KCHF 100. Following initial recognition, intangible assets are carried at cost minus any accumulated amortization and any accumulated impairment losses, except for assets with indefinite useful lives (see below).

Licences for commercial software are considered as fully expensed during the year. Internally generated intangible assets are not capitalized, when the criteria of recognition under IAS 38.57 (f) cannot be reliably measured; they are therefore reflected in the income statement in the year in which the expenditure is incurred

#### b) Amortization

The useful lives of intangible assets are assessed to be either finite or indefinite.

Intangible assets with finite useful lives are amortized over their useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and method for an intangible asset with a finite useful life are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method, as appropriate, and are treated as changes in accounting estimates.

Amortization of intangible assets with finite lives is calculated using the “straight line” method so as to depreciate the initial cost over the item’s estimated useful life, which is as follows:

Intangible assets	Useful life
Software	5 years

Intangible assets with indefinite useful lives are tested for impairment annually. Such intangibles are not amortized. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

### 3.9 Impairment of financial assets

The carrying amounts of the ICRC’s financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. The organization assesses whether there is any objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events occurring after the initial recognition of the asset or assets (an incurred “loss event”) and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

#### a) Impairment of held-to-maturity investments

At the end of each reporting period, the ICRC assesses whether there is objective evidence that a debt security measured at amortized cost is impaired.

If there is objective evidence that an impairment loss on financial assets measured at amortized cost has been incurred, the amount of the loss is measured as the difference between the asset’s carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset’s original effective interest rate.

If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognized, the previously recognized impairment loss is increased or reduced by adjusting the bond's carrying amount. Any reversal is limited to the extent that the new carrying amount does not exceed the amortized cost that would have been reached in the absence of impairment.

### b) Impairment of fixed assets

At the end of each reporting period, the ICRC assesses whether there is objective evidence that a property, plant, item of equipment or intangible asset is impaired. If any indication of impairment exists, the fixed asset's recoverable amount is estimated. An impairment loss is then recognized whenever the fixed asset's carrying amount exceeds its recoverable amount. Impairment losses are recognized in the income statement as "depreciation".

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount, but only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, in the absence of impairment.

### 3.10 Accounts payable

Accounts payable are recognized and carried at the original invoiced amount. Accounts payable are normally settled on 30-day terms. Accrued expenses are recognized and carried at the anticipated amount to be invoiced.

### 3.11 Deferred income

Revenue relating to future years is recorded on the statement of financial position as deferred income. Deferred income recognized at the reporting date is discounted to estimate its present value at this same date.

### 3.12 Loans and borrowings

Interest-free loans are recorded at fair value on initial recognition, which is the present value of expected future cash flows, discounted using a market-related rate. Subsequent to initial recognition, interest-bearing loans are stated at amortized cost, with any difference between cost and redemption value being recognized in the income statement over the period of the loan on an effective interest basis.

The difference between the cost and the fair value of these loans on initial recognition is a deferred income. These loans and deferred income are subsequently recognized at amortized cost and spread over the useful life of the related assets.

### 3.13 Provisions for operational claims

A provision is recognized in the statement of financial position when the ICRC has a legal or constructive obligation as a result of a past event, it is probable that an outflow of assets will be required to settle the obligation, and the obligation can be reliably measured. For certain operational claims reported as provisions, it is prejudicial or not practical to disclose detailed information on their corresponding nature and uncertainties.

If the effect is material, provisions are determined by discounting the expected future cash flow so as to reflect current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

### 3.14 Current employee benefit liabilities

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. They are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service.

### 3.15 Non-current employee benefit liabilities

The ICRC operates three post-employment defined benefit plans and two defined contribution plans, all of which are administered separately. See Note 22a for details of these plans.

The ICRC opted for the early adoption of IAS 19R, "Employee Benefits" for the year ended 31 December 2011.

#### a) Defined benefit plans

The net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefits that employees have earned in return for their services in the current and prior periods. That benefit is discounted to determine its present value. The fair value of any plan assets is deducted.

#### FOR THE PENSION PLAN AND THE EARLY RETIREMENT PLAN:

The discount rate is the yield at the reporting date on AA credit-rated bonds that have maturity dates approximating the terms of the ICRC's obligations and that are denominated in the functional currency. The calculation is performed annually by a qualified actuary using the projected unit credit valuation method. When the calculation results in a benefit to the organization, the recognized asset is limited to benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The ICRC recognizes all actuarial gains and losses immediately in other comprehensive income. Expenses related to defined benefit plans are split as follows:

- ▶ service cost and administration costs in staff-related costs
- ▶ net interest expense/(income) on the net liability/(asset) in other non-operating expenses/(income)

#### FOR THE END-OF-SERVICE PLAN:

The discount rate is based on the average expected salary increase for all resident employees. The calculation is performed annually by a qualified actuary using a simplified method. Real-world limitations related to a lack of reliable data make setting appropriate demographic and economic assumptions and collecting necessary census data virtually impossible for all the countries where the ICRC operates. Article 60 of IAS 19R permits the use of simplifications and computational short cuts provided that they produce a reliable and sufficiently accurate approximation of the true amounts.

The ICRC recognizes all actuarial gains and losses, except for foreign exchange results, immediately in other comprehensive income. Expenses related to defined benefit plans are split as follows:

- ▶ service cost and administration costs in staff-related costs
- ▶ foreign exchange results in foreign exchange gains, net
- ▶ net interest expense/(income) on the net liability/(asset) in other non-operating expenses/(income)

#### b) Defined contribution plans

Contributions to defined contribution plans are recognized as a staff-related expense in the income statement when they are due.

### 3.16 Reserves

Reserves are classified as either restricted or unrestricted reserves.

#### a) Restricted reserves

##### PERMANENTLY RESTRICTED RESERVES FOR THE FUNDS AND FOUNDATIONS

The reserves relating to the seven funds and two foundations controlled by the ICRC are permanently restricted for the ICRC, as they are managed by the boards of the respective funds and foundations.

##### TEMPORARILY RESTRICTED RESERVES FOR THE FUNDING OF OPERATIONS

These temporarily restricted reserves include the following:

##### FIELD OPERATIONS WITH TEMPORARY DEFICIT FINANCING

This position relates to expenditures in the field which had not been financed by contributions received or pledged at 31 December.

##### DONORS' RESTRICTED CONTRIBUTIONS

Some contributions received by the ICRC are earmarked for specific usage in the field or at headquarters. At the end of the financial year, any such funds which have not yet been spent are recorded under this heading. In cases where the funds cannot be used, the ICRC either obtains agreement for reallocation for a different usage or reimburses the funds to the donor, in which case they are recognized as a liability before the effective payment takes place.

#### b) Unrestricted reserves

##### UNRESTRICTED RESERVES DESIGNATED BY THE ASSEMBLY

These are not subject to any legal or third-party restriction and can be applied as the ICRC Assembly sees fit. Unrestricted reserves may be designated for specific purposes to meet future obligations or risks.

##### OTHER UNRESTRICTED RESERVES

These general reserves are the accumulation of excess funds set aside with no specific reservation or restriction.

### 3.17 Operating income

#### a) Contributions

*Contributions in cash* are recognized on receipt of a written confirmation of donation from the donors, except for revenue relating to future years.

*Contributions* that are based on contracts for specific projects (e.g. European Commission, United States Agency for International Development, projects delegated to National Societies) are recognized as the expenditure is incurred.

The following contributions are recognized upon receipt of unrestricted cash:

- ▶ contributions from private sources, associations and companies
- ▶ legacies
- ▶ gifts

*Contributions in cash for direct funding* of the costs of purchasing or constructing specific *fixed assets* are fully recognized under operating contributions upon receipt of the cash.

*Contributions in kind for fixed assets* are recorded under operating contributions, when the donated assets are available for use by the ICRC. The value of contributions in kind is determined by the donor's indication of the value of the assets. The fair value may not be exceeded. Depreciation of such assets, except for the largest contributed assets, is recognized immediately as operating expenditure for the same amount as the incoming contributions (see Note 3.7b).

*Contributions in kind* (goods or interest) and *in services* (in the form of staff, means of transport or rent) are recognized on the date of receipt of the goods or service and are reported as equal contributions and expenses in the income statement.

The value of service contributions in the form of staff is estimated by determining the real cost that would have been incurred had the contribution not been made. In the case of staff seconded to the ICRC, the estimated value consists of the salary plus the social security and insurance contributions the ICRC would have paid for the position concerned. All personnel costs paid by the ICRC directly to the persons concerned or their employer are deducted from this value to give the value of service recorded.

#### b) Earmarking

- ▶ Cash contributions restricted to no other purpose than to general ICRC field operations are considered as *non-earmarked*.
- ▶ Cash contributions to a given region, country or programme (worldwide) are seen as *loosely earmarked*.
- ▶ Contributions (in cash or in kind) to a country or project programme or sub-programme are *tightly earmarked*.

The table below shows the overall framework for the earmarking of cash contributions for the field budgets.

Level of earmarking	Range/restrictions	Example
None	overall ICRC field budget	ICRC operations worldwide
Region	one of the four regions	ICRC operations in Africa
Programme	one of the four programmes	ICRC prevention activities worldwide
Programme/region	one of the four programmes in one of the four regions	ICRC protection activities in Asia and the Pacific
Operation	one of the worldwide delegations	ICRC activities in Colombia

Donors' restricted contributions that exceed specific expenditure within the financial year are carried forward to the following year (see Note 3.16a).

### 3.18 Income from publications

Revenues from the sale of ICRC publications and videos are recognized when the ICRC has transferred the significant risks and rewards of ownership of the publications through the passing of possession to the buyer, when the amount of revenue and the related costs can be measured reliably and when it is probable that the economic benefits associated with the transaction will flow to the ICRC.

### 3.19 Operating leases

Payments made under operating leases are recognized in the income statement on a "straight line" basis over the term of the lease. Lease incentives received are recognized in the income statement as an integral part of the total lease payments made.

### 3.20 Financial income, net

As the ICRC's securities are managed externally on a portfolio basis, all income from investments is disclosed net. Net financial income consists principally of interest and net realized and unrealized gains on changes in fair value. Interest income is recognized in the income statement as it accrues, taking into account the effective yield on the corresponding asset.

### 3.21 Contingent assets

The ICRC views pledges falling due after five years as probably being receivable; given its operating environment, however, receipt in five years' time is not virtually certain as defined in IAS 37. Consequently, management has considered these receivables as contingent assets and they have not been accounted for in the statement of financial position as at 31 December.

### 3.22 Contingent liabilities

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only on the occurrence or non-occurrence of one or more uncertain future events that are not wholly within the control of the ICRC. It may also be a present obligation that arises from past events but in respect of which an outflow of economic benefit is not probable or which cannot be measured with sufficient reliability. Such contingent liabilities are recorded under Note 37.

### 3.23 Reclassifications

For more clarity, all accrued expenses (KCHF 21,226 as at 31 December 2012) have been reclassified out of the current "Deferred income" and transferred into "Accounts payable" under note 16.

### 3.24 Voluntary change in accounting policy with prospective application

Starting January 2013, the ICRC has classified all contributions granted to National Societies for payments of invoices under "Financial Assistance". Previously these contributions were presented in all lines of the income statement depending on the nature of the related invoices. With this new presentation, the ICRC is able to measure the volume of activities carried out by operating National Societies. However, data have not been collected in 2012 in a way that allows the application of this change in accounting policy to the prior period and it is impracticable to recreate the information at this stage.

The line of expenditure "Financial Assistance" in 2013 reports the contribution granted to operating National Societies and the cash programmes in favour of beneficiaries. The following table shows the effect of this new accounting policy on the 2013 operating expenditure to facilitate its comparison to 2012:

(in KCHF)	Note	2013 as reported	2013 with 2012 presentation	2012
<b>OPERATING EXPENDITURE</b>				
Staff-related costs	29	-515,104	-528,942	-526,771
Mission costs		-57,405	-62,967	-59,577
Rentals	30	-106,038	-107,591	-104,248
Sub-contracted maintenance		-42,836	-52,754	-36,840
Purchase of goods and materials		-251,334	-265,208	-202,034
Financial assistance		-60,298	-12,841	-16,089
General expenditure		-84,788	-87,500	-76,269
Depreciation		-25,627	-25,627	-26,633
<b>Total Operating expenditure</b>	<b>27</b>	<b>-1,143,430</b>	<b>-1,143,430</b>	<b>-1,048,461</b>

## 4. CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The accounting policies adopted are consistent with those of the previous financial year, except for the following newly effective standards, interpretations and amendments.

### Adoption of new IFRS for the 2013 financial statements

The following new or revised IFRS adopted had no effect on the ICRC's consolidated financial statements:

- ▶ IFRS 10, "Consolidated Financial Statements" (May 2011)
- ▶ IFRS 13, "Fair Value Measurement" (May 2011)
- ▶ Revised IAS 27, "Separate Financial Statements" (May 2011)
- ▶ Amendments to IAS 1, "Presentation of Items of Other Comprehensive Income" (June 2011)
- ▶ Amendments to IFRS 10, IFRS 12 and IAS 27 "Investment Entities" (June and October 2012)

### Adoption of new IFRS for the 2012 financial statements

As a reminder, the ICRC adopted the following IFRS for the 2012 consolidated financial statements:

- ▶ Amendments to IFRS 1, "Government loans" (March 2012)
- ▶ Amendments to IFRS 7, "Transfers of financial assets – Disclosures" (October 2010)
- ▶ Amendments to IFRS 7, "Offsetting financial assets and liabilities – Disclosures" (December 2011)
- ▶ Improvements to IFRS 2009-2011 (May 2012)

Applying the above standards had no material effects on the reserves, financial position, income and cash-flow situation of the ICRC.

## 5. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent assets and liabilities, at the reporting date. However, uncertainty about these assumptions and estimates can result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

### 5.1 Judgments

In the process of applying the ICRC's accounting policies, management has made the following judgments, apart from those involving estimations, which have the most significant effect on the amounts recognized in the financial statements.

#### a) Control over funds and foundations

The ICRC applied IFRS 10 and assessed its relationship with certain funds and foundations. Taking into consideration the activities, decision-making processes, benefits and related risks associated with the funds, the ICRC concluded that, in substance, the funds should be consolidated into the financial statements (see Note 2).

#### b) Inventories held on behalf of beneficiaries

In various delegations, certain inventories are held on behalf of beneficiaries for operational reasons and are recorded as expenses during the financial year. At year-end, management estimates whether the inventories will be consumed by the beneficiaries they were intended for. If the amounts are material and the recipient uncertain, then the goods are recorded as "inventory".

Any redistribution of goods expensed in previous years is recorded as "adjustments of operations" in "Non-operating income" (see Note 32).

### 5.2 Estimates and assumptions

The key assumptions concerning the future and other crucial sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

#### a) Impairment of non-financial assets

The ICRC assesses whether there are any indicators of impairment for all non-financial assets at each reporting date. Intangibles with indefinite life are tested for impairment annually when such indicators exist. Other non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable.

#### b) Valuation of long-term receivable and deferred income

The carrying value of long-term receivable and deferred income is based on the expected future cash flows discounted using a suitable discount rate. This valuation requires ICRC to make estimates about expected future cash flows and discount rates.

#### c) Allowances for doubtful accounts

The ICRC maintains allowances for doubtful accounts in respect of estimated losses resulting from the inability of donors to make the required payments. Additional allowances may be required in the future if the said donors' financial situation were to deteriorate, impairing their ability to make payments. Management specifically analyses accounts receivable, historical trends and current economic trends when assessing the adequacy of the allowance for doubtful accounts (see Note 9).

#### d) Contingent assets

Management has assessed that any pledge falling due after five years will not be accounted for and only disclosed as a contingent asset (see Note 36). The five-year period has been applied consistently for years.

#### e) Allowances for obsolete inventory

The ICRC periodically reviews its inventory for excess, obsolescence and declines in market value below cost and records an allowance against the inventory balance for any such declines. These reviews require management to estimate future demand for inventory items. Possible changes in these estimates could result in revisions to the valuation of inventory in future periods (see Note 11).

#### f) Provisions for operational claims

The ICRC records provisions when it determines that an unfavourable outcome is probable and the amount of losses can be reasonably estimated. Otherwise, the ICRC discloses contingent liabilities if one of these two conditions is not met. Due to the inherent uncertain nature of litigation, the accounting treatment, ultimate outcome or actual cost of settlement may vary materially from estimates (see Notes 18 and 37).

### **g) Pension and other post-employment benefits**

The ICRC operates three defined benefit pension plans: the pension plan, the early retirement plan and the delegation employees' end-of-service plan. The cost of the respective plans is determined using actuarial valuations. For the pension and the early retirement plans, the actuarial valuations involve making assumptions about discount rates, interest crediting rates, future salary increases, mortality rates, employee rotation and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, these estimates are highly sensitive to changes in these assumptions, all of which are reviewed at each reporting date (see Note 22).

### **h) Funding of operations**

The ICRC incurs expenditure which may not be fully funded by contributions pledged or received at year-end, or receives contributions that are earmarked for future expenditure. At year-end, management estimates expected future funding to cover the expenditure incurred and allocates non-earmarked and loosely earmarked contributions to field operations. Changes in these estimates could result in the need to re-assess the temporarily restricted reserves for the funding of operations (see Note 3.16a).

## **6. STANDARDS ISSUED BUT NOT YET EFFECTIVE**

A number of new standards, amendments to standards and interpretations have been issued but are not yet effective for the year ended 31 December 2013, and have not been applied in preparing these consolidated financial statements. ICRC plans to adopt these pronouncements when they become effective. Only those new or amended standards that may have an impact on ICRC reporting are listed below, with their potential effect on the consolidated financial statements:

### **Next changes in IFRS to be applied in the 2014 financial year**

- ▶ Amendments to IAS 32 "Offsetting Financial Assets and Financial Liabilities" (December 2011): The amendments to IAS 32 clarify the requirements for offsetting financial instruments and the notion of legally enforceable right of set-off. The ICRC expects a limited impact on its disclosures, given the possible netting arrangements on derivative assets and liabilities.

### **Next changes in IFRS to be applied in the 2015 financial year**

- ▶ IFRS 9 "Financial Instruments: Classification and Measurement" (November 2009 and October 2010): The first phase of IFRS 9 deals with the classification and measurement of the financial instruments. Based on its financial assets and liabilities at 31 December 2013, the ICRC expects a limited impact on its consolidated financial statements. It will nonetheless quantify the effect in conjunction with the other phases relating to impairment and hedging, when issued.

### **Future changes in IFRS**

The IFRS are undergoing a process of revision with a view to further harmonizing accounting rules internationally. Proposals to issue new or revised IFRS, as yet unpublished, on financial instruments, revenue recognition, leases and other topics may change existing standards and may therefore affect the accounting policies applied by the ICRC in future periods. Transition rules for these potential future changes may require the ICRC to apply them retrospectively to periods before the date of adoption of the new standards.

The following sections provide a breakdown of the main items on the statement of financial position, the statement of comprehensive income, the statement of cash flows and the statement of changes in reserves.

## 7. CASH AND CASH EQUIVALENTS

(in KCHF)	Note	2013	2012
Cash at banks and on hand		198,136	200,088
Short-term deposits		20,000	10,000
<b>Total Cash and cash equivalents</b>		<b>218,136</b>	<b>210,088</b>
Bank overdrafts used for cash management purposes	17	-723	-389
<b>Total Cash and cash equivalents in the statement of cash flows</b>		<b>217,413</b>	<b>209,699</b>

Cash at banks earns interest at floating rates based on daily bank rates.

Short-term deposits are made for varying periods of between one day and three months, depending on the immediate cash requirements of the ICRC, and earn interest at the respective short-term deposit rates.

A portion of the cash at banks for a total of KCHF 34,091 (2012: KCHF 44,091) is restricted until March 2015. The purpose for which the cash is restricted is imposed by a specific donor. After a three-year retention period, the funds will be non-earmarked and assigned to field operations. Until then, the funds received in March 2012 for a total of KCHF 44,091 are to be kept in two banks specified by the donor. However, the donor accepted to lift the restriction on KCHF 10,000 in April 2013. This KCHF 10,000 contribution was recognized this year and assigned to the field operations in the Philippines. The remaining contribution is recognized as non-current deferred income for the year ended 31 December 2013 and will be recognized as contribution in 2015.

At 31 December 2013, the ICRC could draw on KCHF 85,000 (2012: KCHF 85,000) of undrawn committed borrowing facilities in respect of which all prior conditions had been met.

## 8. INVESTMENTS

(in KCHF)	2013	2012
<b>CURRENT INVESTMENTS</b>		
<b>INVESTMENTS AT FAIR VALUE THROUGH PROFIT AND LOSS</b>		
Quoted equity shares	89,984	75,452
Quoted debt securities	58,947	49,490
Short-term deposits with an original maturity over three months	12,003	42,063
Other funds	16	676
<b>INVESTMENTS HELD-TO-MATURITY</b>		
Quoted debt securities with a maturity below 12 months	30,874	3,072
<b>Total Current investments</b>	<b>191,824</b>	<b>170,753</b>
<b>NON-CURRENT INVESTMENTS</b>		
<b>INVESTMENTS HELD-TO-MATURITY</b>		
Quoted debt securities with a maturity over 12 months	108,072	118,756
Less Impairment on held-to-maturity	-	-
<b>Total Non-current investments</b>	<b>108,072</b>	<b>118,756</b>
<b>Total Investments</b>	<b>299,896</b>	<b>289,509</b>

## 9. ACCOUNTS RECEIVABLE

### a) Nature of the accounts receivable at reporting date

(in KCHF)	2013	2012
Pledges	278,039	161,401
Reinvoiced costs - commercial	2,572	1,678
National Societies, international organizations and foundations	1,082	168
Withholding taxes	2,544	2,313
Other income receivable	1,867	1,596
<b>Sub-total accounts receivable before provision</b>	<b>286,104</b>	<b>167,156</b>
Allowance for accounts receivable	-401	-484
<b>Total Accounts receivable</b>	<b>285,703</b>	<b>166,672</b>

There are no standard payment terms for pledges, as timing of payment is usually specified in each donor contract.

Reinvoiced costs, National Societies, international organizations and foundations are based on 60-day credit terms.

Withholding taxes are receivable with varying time delays owing to the respective recovery processes in the countries in which the amounts have been claimed.

Interest income on short-term deposits is recognized in the income statement as it accrues. It will be paid to the ICRC within three months of the reporting date.

## b) Pledges denominated in foreign currencies

The nominal value of pledges in foreign currencies has been converted into CHF as at 31 December with the following unrealized translation gains/(losses):

(in KCHF)	2013	2012
USD	-1,677	-297
EUR	-426	230
GBP	3,962	7,745
AUD	-21,654	-2,607
Other currencies	-56	24

## c) Ageing of accounts receivable

As at 31 December, the ageing analysis in respect of pledges, reinvoiced costs and National Societies is as follows:

(in KCHF)	2013	2012
<b>NEITHER DUE, NOR IMPAIRED</b>	<b>208,361</b>	<b>143,547</b>
<b>DUE BUT NOT IMPAIRED</b>		
Due within 30 days	6,441	474
Due within 31 to 60 days	1,499	2,369
Due within 61 to 90 days	2,942	10
Due within 91 to 120 days	2,091	1,970
Due over 120 days	59,958	14,393
<b>Total Ageing of accounts receivable</b>	<b>281,292</b>	<b>162,763</b>

## d) Allowance for doubtful accounts

Movements in the provision for individual impairment of receivables were as follows:

(in KCHF)	2013	2012
<b>Provision at 1 January</b>	<b>484</b>	<b>1,061</b>
Charge for the year	712	222
Use of provisions during the year	-795	-799
<b>Provision at 31 December</b>	<b>401</b>	<b>484</b>

## 10. PREPAYMENTS

(in KCHF)	2013	2012
Prepaid expenses	10,579	6,833
Social security and insurance contributions	547	557
Advance payments to suppliers and National Societies	555	759
Advance payments to employees	2,934	3,000
<b>Total Prepayments</b>	<b>14,615</b>	<b>11,149</b>

## 11. INVENTORIES

(in KCHF)	2013	2012
Relief	14,399	13,424
Medical and physical rehabilitation	12,998	12,965
Water and habitat	4,957	4,495
Administration, identification and security	1,919	1,855
IT and telecommunications	2,380	2,681
Publications	3,350	3,432
Other	1,288	984
<b>Sub-total inventories before provision</b>	<b>41,291</b>	<b>39,836</b>
Allowances for obsolete inventories	-1,495	-1,383
<b>Total Inventories</b>	<b>39,796</b>	<b>38,453</b>

All inventories comprise finished goods. The donated goods amounted to KCHF 54 of inventories at year-end (2012: KCHF 64) and represented KCHF 7,798 of contributions in kind in 2013 (2012: KCHF 5,567). Inventory written off and charged to expenses amounted to KCHF 59 (2012: KCHF 1,066).

## 12. OTHER FINANCIAL ASSETS

(in KCHF)	Note	2013	2012
Forward currency contracts	38c	23	144
<b>Total Other current financial assets</b>		<b>23</b>	<b>144</b>
Guarantee deposits		2,289	1,924
<b>Total Other non-current financial assets</b>		<b>2,289</b>	<b>1,924</b>
<b>Total Other non-current financial assets</b>		<b>2,312</b>	<b>2,068</b>

## 13. LONG-TERM RECEIVABLES

(in KCHF)	2013	2012
Non-earmarked contributions	119,483	213,760
Loosely earmarked contributions	12,643	10,655
Tightly earmarked contributions	1,000	-
<b>Total Long-term receivables</b>	<b>133,126</b>	<b>224,415</b>
Plus discounting	3,962	8,601
<b>Total Undiscounted long-term receivables</b>	<b>137,088</b>	<b>233,016</b>

## BREAKDOWN BY CATEGORY OF DONORS

2013 (in KCHF)	2015	2016	2017	2018	Total 2013
Governments	80,001	41,883	-	-	121,884
Private sources	3,950	3,700	2,682	687	11,019
National Societies and supranational organizations	223	-	-	-	223
<b>Total Long-term receivables</b>	<b>84,174</b>	<b>45,583</b>	<b>2,682</b>	<b>687</b>	<b>133,126</b>

2012 (in KCHF)	2014	2015	2016	2017	Total 2012
Governments	128,335	43,233	40,851	-	212,419
Private sources	3,674	2,949	2,698	2,195	11,516
National Societies and supranational organizations	390	90	-	-	480
<b>Total Long-term receivables</b>	<b>132,399</b>	<b>46,272</b>	<b>43,549</b>	<b>2,195</b>	<b>224,415</b>

## 14. PROPERTY, PLANT AND EQUIPMENT

(in KCHF)	Book value	Accumulated depreciation	Net book value
<b>LAND AND BUILDINGS</b>			
Balance as at 31 December 2011	183,930	-51,953	131,977
Additions	10,335	-	10,335
Disposals	-244	237	-7
Depreciation charge for the year	-	-6,953	-6,953
Balance as at 31 December 2012	194,021	-58,669	135,352
Additions	10,854	-	10,854
Disposals	-1,545	1,545	-
Depreciation charge for the year	-	-6,521	-6,521
Balance as at 31 December 2013	203,330	-63,645	139,685
<b>EQUIPMENT AND VEHICLES</b>			
Balance as at 31 December 2011	117,599	-80,265	37,334
Additions	16,388	-	16,388
Disposals	-14,383	13,852	-531
Depreciation charge for the year	-	-14,843	-14,843
Balance as at 31 December 2012	119,604	-81,256	38,348
Additions	18,882	-	18,882
Disposals	-13,499	11,188	-2,311
Depreciation charge for the year	-	-15,061	-15,061
Balance as at 31 December 2013	124,987	-85,129	39,858
<b>Total Property, plant and equipment as at 31 December 2012</b>	<b>313,625</b>	<b>-139,925</b>	<b>173,700</b>
<b>Total Property, plant and equipment as at 31 December 2013</b>	<b>328,317</b>	<b>-148,774</b>	<b>179,543</b>

At 31 December 2013, fixed assets included work in progress comprising KCHF 3,736 for construction and renovation of buildings (2012: KCHF 10,700 for construction and KCHF 310 for equipment).

## 15. INTANGIBLE ASSETS

(in KCHF)	Book value	Accumulated depreciation	Net book value
<b>SOFTWARE</b>			
Balance as at 31 December 2011	37,235	-22,871	14,364
Additions	9,046	-	9,046
Disposals	-1,184	1,184	-
Depreciation charge for the year	-	-3,617	-3,617
Balance as at 31 December 2012	45,097	-25,304	19,793
Additions	12,569	-	12,569
Disposals	-	-	-
Depreciation charge for the year	-	-4,029	-4,029
Balance as at 31 December 2013	57,666	-29,333	28,333
<b>RED CRYSTAL EMBLEM</b>			
Balance as at 31 December 2011	405	-	405
Additions	-	-	-
Balance as at 31 December 2012	405	-	405
Additions	-	-	-
Balance as at 31 December 2013	405	-	405
<b>Total Intangible assets as at 31 December 2012</b>	<b>45,502</b>	<b>-25,304</b>	<b>20,198</b>
<b>Total Intangible assets as at 31 December 2013</b>	<b>58,071</b>	<b>-29,333</b>	<b>28,738</b>

New computer software was purchased from third parties and has a finite life of five years. The ICRC still uses certain fully amortized accounting software. At 31 December 2013, intangible assets included work in progress comprising KCHF 11,833 for software in development acquired externally (2012: KCHF 9,212).

The ICRC had initially obtained licences for the red crystal emblem, which had been granted for a period of 10 years by the relevant government agencies. This emblem is now protected under Additional Protocol III and is consequently confirmed as having an indefinite useful life.

## 16. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

(in KCHF)	2013	2012
Suppliers	18,867	16,342
National Societies, international organizations and foundations	2,099	1,957
Accrued expenses	21,591	19,829
<b>Total Accounts payable and accrued expenses</b>	<b>42,557</b>	<b>38,128</b>

Suppliers, National Societies, international organizations and foundations are non-interest bearing and are normally settled on 30-day terms.

## 17. LOANS AND BORROWINGS

(in KCHF)	Note	2013	2012
<b>CURRENT LOANS AND BORROWINGS</b>			
Bank overdrafts	7	723	389
Current portion of interest-free loans		628	640
<b>Total Current loans and borrowings</b>		<b>1,351</b>	<b>1,029</b>
<b>NON-CURRENT LOANS AND BORROWINGS</b>			
Unsecured interest-free loans		20,428	21,069
Less current portion		-628	-640
<b>Total Non-current loans and borrowings</b>		<b>19,800</b>	<b>20,429</b>
<b>Total Loans and borrowings</b>		<b>21,151</b>	<b>21,458</b>

There are two interest-free loans related to buildings, both granted by a governmental body. The nominal values of these unsecured loans are as follows:

- ▶ KCHF 9,800 (2012: KCHF 9,800) for the training centre in Ecogia, Geneva, Switzerland (final repayment in 2049)
- ▶ KCHF 26,000 (2012: KCHF 26,000) granted for the logistics building in Geneva (final repayment in 2060)

These interest-free loans were recognized at their fair values at initial recognition. The difference between fair value and cost has been booked in deferred income (see Note 20). As at 31 December 2013, the fair value of these non-current loans amounts to KCHF 21,081 (2012: KCHF 25,164). Notional interest for a contributed service of KCHF 89 (2012: KCHF 77) has been recorded as expenditure and as income.

#### LOAN REPAYMENT SCHEDULE

(in KCHF)	2013	2012
Expiring within 12 months	628	640
Expiring within 2 to 5 years	2,403	2,447
Expiring over 5 years	17,397	17,982
<b>Total Unsecured loans – granted at 0%</b>	<b>20,428</b>	<b>21,069</b>

#### 18. PROVISIONS FOR OPERATIONAL CLAIMS

(in KCHF)	2013	2012
<b>Provision at 1 January</b>	<b>955</b>	<b>1,526</b>
Allocations during the year	907	658
Use of provisions during the year	-370	-549
Release of provisions during the year	-349	-680
<b>Provision at 31 December</b>	<b>1,143</b>	<b>955</b>

All provisions are expected to be settled within a year.

#### 19. CURRENT EMPLOYEE BENEFIT LIABILITIES

(in KCHF)	2013	2012
Social security and insurance contributions	8,981	6,953
Salaries due to employees	10,072	9,802
Staff vacation accruals	26,679	29,489
<b>Total Current employee benefit liabilities</b>	<b>45,732</b>	<b>46,244</b>

Based on past experience, staff vacations accrued at the end of 2013 are expected to be wholly taken before 31 December 2014.

#### 20. DEFERRED INCOME

(in KCHF)	2013	2012
<b>CURRENT DEFERRED INCOME</b>		
Deferred income related to pledges	221,471	131,480
Deferred income related to government loans	100	89
<b>Total Current deferred income</b>	<b>221,571</b>	<b>131,569</b>
<b>NON-CURRENT DEFERRED INCOME</b>		
Deferred income related to pledges	167,217	268,735
Deferred income related to government loans	11,209	11,309
<b>Total Non-current deferred income</b>	<b>178,426</b>	<b>280,044</b>
<b>Total Deferred income</b>	<b>399,997</b>	<b>411,613</b>

A portion of the deferred income related to pledges is linked with the restricted cash (Note 7). The corresponding contribution of KCHF 34,091 is recognized as non-current deferred income as at 31 December 2013 and will be recognized as contribution in 2015.

#### 21. OTHER FINANCIAL LIABILITIES

(in KCHF)	Note	2013	2012
Forward currency contracts	38c	276	15
<b>Total Other financial liabilities</b>		<b>276</b>	<b>15</b>

#### 22. NON-CURRENT EMPLOYEE BENEFIT LIABILITIES

##### a) General presentation of the post-employment plans

The ICRC operates three post-employment defined benefit plans and two defined contribution plans, all of which are administered separately.

##### 1. The defined benefit pension plan

The defined benefit pension plan covers all staff working at headquarters or in the field and hired in Geneva.

The pension plan is a funded plan, treated as a defined benefit plan for IAS 19 purposes, providing retirement benefits based on the participant's accumulative account balances. The plan also provides benefits on death, disability and termination.

The pension plan is an independent pension foundation called the ICRC Pension Fund. This separate legal entity is registered with the Swiss supervisory authority in the canton of Geneva. As such, it must comply with the compulsory insurance requirements set out in the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Funds (LPP/BVG in the French/German acronym). The Fund undertakes to respect at least the minimum requirements imposed by the LPP/BVG and its ordinances.

The ICRC Pension Fund Governing Board is responsible for the Fund's management. It consists of six representatives appointed by the ICRC and six representatives elected by the pension plan participants.

The ICRC Pension Fund Governing Board decided to switch from a defined benefit plan to a defined contribution plan according to Swiss Gaap starting 1 January 2014. However, this change does not impact the accounting treatment under IAS 19, or the ICRC's contributions, as it is still accounted as defined benefit plan in IFRS.

This plan amendment led to a drop in the defined benefit obligation as at 31 December 2013. The resulting one-time credit to the profit and loss is reported in the net interest cost for CHF 23.0 million. Additionally, the actuaries estimate that there will be approximately a 10% decrease in the future net service cost.

In general, the ICRC must make contributions to the Pension Fund for each participant covered and as defined in the Pension Fund Regulations, i.e. it must contribute 2% of pensionable salary up to 1 January following a participant's 24th birthday and 17% of pensionable salary thereafter. Should the ICRC Pension Fund become underfunded (from a Swiss funding perspective), then the ICRC could be required to make additional contributions. While the ICRC has the possibility to contribute in excess of the amounts specified in the Pension Fund Regulations, it usually only makes contributions as per the Regulations.

## 2. The early retirement defined benefit plan

The ICRC has a plan that offers all staff working at headquarters or in the field and hired in Geneva the possibility to take early retirement from age 58, instead of 62. The plan covers the period from the date of ICRC retirement up to the date of retirement under Swiss law for those employees.

The early retirement plan is an unfunded plan, treated as a defined benefit plan for IAS 19 purposes, providing retirement benefits that are generally based on a maximum annual social security pension for single participants under certain conditions.

This unfunded plan is not subject to any minimum funding requirements. Allocations made to cover the cost of future early retirements are included in the human resources reserves. Future financial commitments arising from early retirement benefits are borne by the ICRC.

A commission on enhanced old-age security (*Prévoyance Vieillesse Améliorée* in French) ensures compliance with the rules in force for estimating assigned benefits and rules on exceptional circumstances. The plan's risk exposure derives from the fact that future benefits can be modified every three years when the Collective Staff Agreement is renewed.

Because the early retirement plan (like the end-of-service plan) is an unfunded plan, the amounts that the ICRC must contribute in any given year are equal to the amounts of benefits that are due for that year.

No plan amendments, curtailments or settlements as per IAS 19R occurred during the 2013 or 2012 financial years for this plan.

## 3. The end-of-service defined benefit plan

The ICRC has agreed to provide post-employment benefits to delegation employees in accordance with the legislation of the countries concerned and the local collective staff agreement. The benefits are based on one month of compensation for every year of service up to a maximum of 12 months, except in countries where local regulations require otherwise (Afghanistan, Kenya, Philippines and Sudan).

The end-of-service plan is an unfunded plan, treated as a defined benefit plan for IAS 19 purposes.

The present value of future financial commitments due for end-of-service indemnities (e.g. end of employment, retirement, severance pay, etc.) is borne by the ICRC. As there is only a lump-sum benefit at the end of service, there are no pensioners.

The Human Resources Department is in charge of the plan's governance and is held accountable for this responsibility by management. Potential risk exposure is derived from future changes to local regulations on post-employment benefits or to local collective staff agreements.

No plan amendments, curtailments or settlements as per IAS 19R occurred during the 2013 or 2012 financial years for this plan.

## 4. The contribution suppletive defined contribution plans

The contribution suppletive plan was initially established for non-Swiss employees who are on a headquarters contract but not living in Switzerland and who consequently are not able to contribute to the Swiss social contribution plans. It was extended in 2012 to non-Jordanian delegation employees who are working in Jordan but are not allowed to contribute to Jordanian social contribution plans. The funds are held in escrow for the employees and are paid out when they are no longer on contract to the ICRC.

## 5. The Avenir Foundation defined contribution plan

The Avenir Foundation was established for the benefit of staff working at headquarters or in the field and hired in Geneva on an open-ended contract. Its purpose is to promote ongoing training, facilitate career moves and improve retirement benefits. The ICRC pays fixed contributions determined by the duration of employment into individual staff accounts with the Foundation.

The ICRC Assembly Council decided to further strengthen professional development of ICRC staff internally and therefore to stop contributing to the Avenir Foundation starting 1 January 2014. Based on this decision, the Avenir Foundation Governing Board decided that the Foundation will be dissolved once all funds have been attributed, most likely during the 2015 financial year.

## b) Total non-current employee benefit liabilities

(in KCHF)	2013	2012
<b>DEFINED BENEFIT PLANS</b>		
Pension benefit plan	101,109	197,511
Early retirement benefit plan	30,247	25,910
End-of-service benefit plan	54,089	51,486
<b>Sub-total for defined benefit plans</b>	<b>185,445</b>	<b>274,907</b>
<b>DEFINED CONTRIBUTION PLANS</b>		
Contribution suppletive plans	21,590	18,033
<b>Sub-total for defined contribution plans</b>	<b>21,590</b>	<b>18,033</b>
<b>Total Non-current employee benefit liabilities</b>	<b>207,035</b>	<b>292,940</b>

## c) Disclosures for the defined benefit plans

The following tables summarize the components of net benefit expense recognized in the income statement and the funded status and amounts recognized in the statement of financial position for the respective plans.

## COMPONENTS OF PENSION EXPENSE

2013 (in KCHF)	Note	Pension Plan	Early Retirement	End-of- Service	Total 2013
Interest cost on defined benefit obligation		22,254	490	1,959	24,703
Interest income on plan assets		-18,854	-	-	-18,854
<b>Net interest cost on net defined benefit obligation</b>	33	<b>3,400</b>	<b>490</b>	<b>1,959</b>	<b>5,849</b>
Service cost		8,004	2,370	6,887	17,261
Foreign exchange (gain)/loss		-	-	-61	-61
<b>Sub-total post-employment benefit-related expenses</b>		<b>11,404</b>	<b>2,860</b>	<b>8,785</b>	<b>23,049</b>
Administration costs, excluding costs for managing plan assets		1,360	-	-	1,360
<b>Total Pension expenses recognized in the income statement</b>		<b>12,764</b>	<b>2,860</b>	<b>8,785</b>	<b>24,409</b>

2012 (in KCHF)	Note	Pension Plan	Early Retirement	End-of- Service	Total 2012
Interest cost on defined benefit obligation		24,793	582	1,791	27,166
Interest income on plan assets		-20,266	-	-	-20,266
<b>Net interest cost on net defined benefit obligation</b>	33	<b>4,527</b>	<b>582</b>	<b>1,791</b>	<b>6,900</b>
Service cost		28,142	2,303	6,560	37,005
Foreign exchange (gain)/loss		-	-	-81	-81
<b>Sub-total post-employment benefit-related expenses</b>		<b>32,669</b>	<b>2,885</b>	<b>8,270</b>	<b>43,824</b>
Administration costs, excluding costs for managing plan assets		1,211	-	-	1,211
<b>Total Pension expenses recognized in the income statement</b>		<b>33,880</b>	<b>2,885</b>	<b>8,270</b>	<b>45,035</b>

The pension plan amendment in 2013 results in a reduction of the service cost by KCHF 23,053.

## REMEASUREMENTS OF NET DEFINED BENEFIT LIABILITY RECOGNIZED IN OTHER COMPREHENSIVE INCOME

2013 (in KCHF)	Pension Plan	Early Retirement	End-of- Service	Total 2013
Actuarial gains/(losses) on defined benefit obligation:				
– Due to changed financial assumptions	77,370	903	-	78,273
– Due to changed demographic assumptions	-	-	-	-
– Due to experience adjustments	-54,646	-5,329	-509	-60,484
(Excess)/insufficient return on plan assets, excluding amounts in net interest	48,326	-	-	48,326
<b>Total Remeasurements recognized in other comprehensive income</b>	<b>71,050</b>	<b>-4,426</b>	<b>-509</b>	<b>66,115</b>

2012 (in KCHF)	Pension Plan	Early Retirement	End-of- Service	Total 2012
Actuarial gains/(losses) on defined benefit obligation:				
– Due to changed financial assumptions	-52,158	-46	-	-52,204
– Due to changed demographic assumptions	-	-	-	-
– Due to experience adjustments	-	-	-389	-389
(Excess)/insufficient return on plan assets, excluding amounts in net interest	67,929	-	-	67,929
<b>Total Remeasurements recognized in Other comprehensive income</b>	<b>15,771</b>	<b>-46</b>	<b>-389</b>	<b>15,336</b>

The cumulative negative amount of actuarial gains and losses recognized in Other comprehensive income is KCHF 160,429 (2012: KCHF 226,544). These items representing the accumulated remeasurement of the defined benefit plans over the years will not be reclassified into profit and loss in subsequent periods.

There is no use of the asset ceiling in 2012 and 2013, and therefore no related effect on the other comprehensive income.

**NET BENEFIT (ASSETS)/LIABILITIES RECOGNIZED IN THE STATEMENT OF FINANCIAL POSITION**

2013 (in KCHF)	Pension Plan	Early Retirement	End-of- Service	Total
Present value of defined benefit obligation	-1,133,203	-30,247	-54,089	-1,217,539
Fair value of plan assets	1,032,094	-	-	1,032,094
<b>Net asset/(liability) recognized in 2013</b>	<b>-101,109</b>	<b>-30,247</b>	<b>-54,089</b>	<b>-185,445</b>

**AMOUNTS FOR THE PENSION PLAN FOR THE CURRENT PERIOD AND PREVIOUS FOUR PERIODS**

(in KCHF)	2013	2012	2011	2010	2009
Obligation, end of year	-1,133,203	-1,148,503	-1,071,772	-956,812	-890,112
Fair value of plan assets, end of year	1,032,094	950,992	855,629	844,331	827,071
<b>Surplus/(deficit) of the Pension Plan</b>	<b>-101,109</b>	<b>-197,511</b>	<b>-216,143</b>	<b>-112,481</b>	<b>-63,041</b>

**CHANGES IN THE PRESENT VALUE OF DEFINED BENEFIT OBLIGATION (INCLUDING UNFUNDED PLANS)**

(in KCHF)	Pension Plan	Early Retirement	End-of- Service	Total
<b>Defined benefit obligation at 1 January 2012</b>	<b>1,071,772</b>	<b>25,699</b>	<b>47,656</b>	<b>1,145,127</b>
Net current service cost	28,142	2,303	6,560	37,005
Interest expense on defined benefit obligation	24,793	582	1,791	27,166
Employee contributions	18,380	-	-	18,380
Net benefits paid	-46,742	-2,720	-4,822	-54,284
Actuarial losses/(gains) due to financial assumptions	52,158	46	-	52,204
Actuarial losses/(gains) due to demographic assumptions	-	-	-	-
Actuarial losses/(gains) due to experience adjustments	-	-	389	389
Foreign exchange adjustment	-	-	-81	-81
Other items	-	-	-7	-7
<b>Defined benefit obligation at 31 December 2012</b>	<b>1,148,503</b>	<b>25,910</b>	<b>51,486</b>	<b>1,225,899</b>
Net current service cost	31,057	2,369	6,887	40,313
Past service costs	-23,053	-	-	-23,053
Interest expense on defined benefit obligation	22,254	490	1,959	24,703
Employee contributions	19,091	-	-	19,091
Net benefits paid	-41,925	-2,948	-6,691	-51,564
Actuarial losses/(gains) due to financial assumptions	-77,370	-903	-	-78,273
Actuarial losses/(gains) due to demographic assumptions	-	-	-	-
Actuarial losses/(gains) due to experience adjustments	54,646	5,329	509	60,484
Foreign exchange adjustment	-	-	-61	-61
<b>Defined benefit obligation at 31 December 2013</b>	<b>1,133,203</b>	<b>30,247</b>	<b>54,089</b>	<b>1,217,539</b>

## CHANGES IN THE FAIR VALUE OF PLAN ASSETS (EXCLUDING UNFUNDED PLANS)

(in KCHF)	2013	2012
<b>Fair value of Pension Plan assets at 1 January</b>	<b>950,992</b>	<b>855,629</b>
Employer contributions	38,116	36,741
Employee contributions	19,091	18,380
Net benefits paid	-41,925	-46,742
Actual administration costs paid, excluding costs for managing plan assets	-1,360	-1,211
Interest income on plan assets	18,854	20,266
Excess/(insufficient) return on plan assets	48,326	67,929
<b>Fair value of Pension Plan assets at 31 December</b>	<b>1,032,094</b>	<b>950,992</b>

## FAIR VALUES OF PENSION PLAN ASSETS BY ASSET CATEGORY

(in KCHF)	2013	2012
Cash and cash equivalents	85,887	51,316
Gold	3,321	-
<b>Equities:</b>		
– Domestic (Swiss) equities	153,049	136,880
– Foreign equities	244,864	254,680
<b>Bonds:</b>		
– Domestic (Swiss) bonds	179,325	176,681
– Foreign bonds	190,060	142,020
<b>Properties:</b>		
– Domestic (Swiss) direct investments in properties	99,507	88,470
– Foreign direct investments in properties	2,789	3,010
– Domestic (Swiss) property funds	44,000	73,136
– Foreign property funds	29,292	24,799
Derivatives	-	-
Investment funds	-	-
Asset-backed securities	-	-
Structured debt	-	-
<b>Total Pension plan assets at 31 December</b>	<b>1,032,094</b>	<b>950,992</b>

All plan assets, except direct investments in properties, are listed. The assessment of the market values of these direct investments in properties led to a revaluation of the related plan assets by +KCHF 14,862 in December 2012. The next appraisal by an independent real estate appraiser will be carried out in 2015, unless significant market changes occur before.

No pension plan assets are occupied or used by the ICRC.

The ICRC Pension Fund performs periodic asset-liability studies, *inter alia*, to assess its risk capacity and help ensure that it has the right asset strategy to achieve the required rate of return. Following the study initiated in 2011, the Governing Board decided to adopt a new strategy that has been implemented from 1 April 2013. In addition, a stop-loss insurance was contracted to limit the Pension Fund's exposure to disability and death risks.

## PRINCIPAL ACTUARIAL ASSUMPTIONS USED AT END OF YEAR

	Pension Plan		Early Retirement		End-of-Service	
	2013	2012	2013	2012	2013	2012
Discount rate	2.50%	2.00%	2.50%	2.00%	5.00%	4.00%
Interest crediting rate	2.50%	N/A	2.50%	N/A	-	-
Future salary increase rate	2.00%	2.25%	2.00%	2.25%	5.00%	4.00%
Future pension increase rate	0.00%	0.00%	1.50%	1.50%	-	-
Employee rotation rate	19.50%	20.50%	-	-	-	-

For the end-of-service plan, these discount and salary increase rates are expressed as a range that reflects the various material financial environments (countries) for which the obligation has been calculated.

For the other plans:

- ▶ In determining the appropriate discount rate, management considers the interest rates of corporate bonds in Switzerland with at least an AA rating, with extrapolated maturities

corresponding to the expected duration of the defined benefit obligation.

- ▶ Future salary and pension increases are based on expected future inflation rates for the respective country.
- ▶ The publicly available LPP/BVG 2010 generational mortality tables have been used with an increasing load to reflect the additional risks taken by the ICRC's staff assigned to the field operations.

As per IAS 19R, paragraph 144, the ICRC deems the discount rate, the interest credit rate and the salary increase rate to be significant actuarial assumptions used to determine the present value of the defined benefit obligation to the pension plan and the early retirement plan.

#### SENSITIVITY ANALYSIS ON DISCOUNT RATE

(in KCHF)	Pension Plan		Early Retirement	
	2013	2012	2013	2012
<b>Baseline information as at 31 December:</b>				
Discount rate	2.50%	2.00%	2.50%	2.00%
Defined benefit obligation	1,133,203	1,148,503	30,247	25,910
<b>Sensitivity information as at 31 December:</b>				
Discount rate	2.25%	1.50%	2.25%	1.75%
Defined benefit obligation	1,168,332	1,185,255	30,640	26,247

The assumptions and methods used to prepare the above sensitivity information were exactly the same as those used to prepare the final disclosures, except that the discount rate assumption was decreased.

#### SENSITIVITY ANALYSIS ON INTEREST RATE CREDITING ACCOUNT BALANCES

(in KCHF)	Pension Plan		Early Retirement	
	2013	2012	2013	2012
<b>Baseline information as at 31 December:</b>				
Future interest credit rate	2.50%	-	2.50%	-
Defined benefit obligation	1,133,203	-	30,247	-
<b>Sensitivity information as at 31 December:</b>				
Future interest credit rate	2.25%	-	2.25%	-
Defined benefit obligation	1,127,537	-	30,277	-

The assumptions and methods used to prepare the above sensitivity information were exactly the same as those used to prepare the final disclosures, except that the interest credit rate assumption was decreased.

#### SENSITIVITY ANALYSIS ON SALARY INCREASE RATE

(in KCHF)	Pension Plan		Early Retirement	
	2013	2012	2013	2012
<b>Baseline information as at 31 December:</b>				
Future salary increase rate	2.00%	2.25%	2.00%	2.25%
Defined benefit obligation	1,133,203	1,148,503	30,247	25,910
<b>Sensitivity information as at 31 December:</b>				
Future salary increase rate	1.75%	1.75%	1.75%	2.00%
Defined benefit obligation	1,132,070	1,146,206	30,187	25,729

The assumptions and methods used to prepare the above sensitivity information were exactly the same as those used to prepare the final disclosures, except that the salary increase rate assumption was decreased.

## 2014 EXPECTED AMOUNTS

(in KCHF)	Pension Plan	Early Retirement	End-of-Service
Expected employer contributions for 2014	38,878	3,240	7,026
Expected employee contributions for 2014	19,473	-	-
Expected benefits payments for 2014	-93,050	-3,240	-7,026
Expected duration for the obligation as at 31 December 2013	12.7 years	5.6 years	-

### d) Disclosures for the defined contribution plans

#### CONTRIBUTION SUPPLEMENTIVE PLANS

In 2013, contributions to the contribution suppletive plans amounted to KCHF 7,383 (2012: KCHF 6,442), and the plans paid out KCHF 3,824 (2012: KCHF 4,529) to employees finishing contracts with the ICRC.

#### AVENIR FOUNDATION PLAN

In 2013, contributions to the Avenir Foundation plan amounted to KCHF 9,746 (2012: KCHF 9,376), and the Foundation paid out KCHF 10,344 (2012: KCHF 7,926) for training purposes, professional integration outside the ICRC and early retirement benefits.

## 23. PERMANENTLY RESTRICTED RESERVES FOR THE FUNDS AND FOUNDATIONS

The use and allocation of these reserves are decided by the respective boards of the funds and foundations. The movements of these reserves over the past two years are shown in the consolidated statement of changes in reserves.

A summary of the restricted reserves by funds and foundations is as follows:

(in KCHF)	2013	2012
Foundation for the International Committee of the Red Cross	24,301	23,264
Special Fund for the Disabled	3,313	3,738
Clare R. Benedict Fund	2,046	2,007
Omar El Mukhtar Fund	949	931
Augusta Fund	134	132
Florence Nightingale Medal Fund	513	508
French Fund Maurice de Madre	4,472	4,415
Paul Reuter Fund	588	577
Jean Pictet Fund	630	628
<b>Total Permanently restricted reserves for the funds and foundations</b>	<b>36,946</b>	<b>36,200</b>

## 24. TEMPORARILY RESTRICTED RESERVES FOR THE FUNDING OF OPERATIONS

These temporarily restricted reserves represent:

- ▶ Either the cumulative excess of income from earmarked voluntary contributions over expenditure on stipulated field or headquarters operations
- ▶ or field operations classified as having “deficit funding” as soon as contributions do not cover expenditure.

The funding of operations reserves include the following:

(in KCHF)	2013	2012
<b>DONORS' RESTRICTED CONTRIBUTIONS</b>		
Field operations with temporary surplus funding	52,106	76,863
Headquarters restricted contributions	506	53
<b>Total Donors' restricted contributions</b>	<b>52,612</b>	<b>76,916</b>
<b>FIELD OPERATIONS WITH TEMPORARY DEFICIT FUNDING</b>		
<b>Total Field operations with temporary deficit funding</b>	<b>-15,421</b>	<b>-72,994</b>
<b>Total Temporarily restricted reserves for the funding of operations</b>	<b>37,191</b>	<b>3,922</b>

## 25. UNRESTRICTED RESERVES DESIGNATED BY THE ASSEMBLY

(in KCHF)	Future operations	Operational risks	Assets replacement	Financial risks	Human resources	Specific projects	Total
Balance at 1 January 2012	202,645	27,981	185,497	18,725	-208,648	525	226,725
Use/release during 2012	-	-9,451	-742	-10,002	-1,574	-	-21,769
Allocation 2012	19,631	5,664	12,945	5,977	21,106	97	65,420
Balance at 31 December 2012	222,276	24,194	197,700	14,700	-189,116	622	270,376
Use/release during 2013	-	-1,046	-270	-	-3,318	-	-4,634
Allocation 2013	14,064	1,746	11,526	3,900	97,902	556	129,694
Balance at 31 December 2013	236,340	24,894	208,956	18,600	-94,532	1,178	395,436

### Future operations reserves

The future operations reserve is intended for situations with insufficient operational funding, which is estimated at an average of four months of expenditure in cash, kind and services (including overhead) over the previous four years, both at headquarters and in the field. The theoretical level is KCHF 387,000 (in 2012: KCHF 377,000).

### Operational risks reserves

This concerns reserves relating to insurance coverage and to potential litigation.

### Assets replacement reserves

The ICRC sets aside funds for capital expenditure on real estate and equipment, in order to be able to make investments that are essential for its operations regardless of short-term financial fluctuations. The reserve also contains funds received from donors for specific fixed assets and is amortized over the life of the related asset.

### Financial risks reserves

The financial risks reserve covers the risks of exchange rate variations and price fluctuations in securities. The foreign exchange reserve target amount is estimated at the value at risk (VaR) using a 95% confidence interval (see note 34a for the method of calculation).

### Human resources reserves

These reserves were initially set aside to cover future payments to management and staff under agreements for post-employment, including early retirement. Since the early adoption of IAS 19R, "Employee Benefits" in 2011, these reserves also reflect the effect of the under- or over-coverage of the defined benefit plans. The human resources reserve has shown a negative balance since.

(in KCHF)	2013	2012
Accumulated effect of the defined benefit plans on reserves	-99,532	-192,616
Other human resources reserves	5,000	3,500
<b>Total Human resources reserves</b>	<b>-94,532</b>	<b>-189,116</b>

### Specific projects reserves

Allocations for specific projects relate to contracts signed by ICRC headquarters during the financial year for which goods and/or services had not been delivered by the end of the year.

## 26. CONTRIBUTIONS

(in KCHF)	2013	2012
Governments	1,033,267	839,075
European Commission	88,238	89,565
International organizations	1,962	3,260
Supranational organizations	697	127
National Societies	40,634	44,380
Public sources	7,504	7,313
Private sources	51,333	29,639
<b>Total Contributions</b>	<b>1,223,635</b>	<b>1,013,359</b>

## 27. OPERATING EXPENDITURE BY CASH, KIND AND SERVICES

(in KCHF)	Cash	Kind	Services	2013	2012
<b>FIELD</b>					
Staff-related costs	404,291	-	5,456	409,747	404,403
Mission costs	52,567	-	34	52,601	54,957
Rentals	102,581	-	314	102,895	101,226
Sub-contracted maintenance	39,871	-	-	39,871	34,312
Purchase of goods and materials	240,024	7,797	-	247,821	198,431
Financial assistance	58,664	-	-	58,664	15,121
General expenditure	58,414	-	-	58,414	53,450
Depreciation	16,765	-	-	16,765	16,441
<b>Total Field expenditure</b>	<b>973,177</b>	<b>7,797</b>	<b>5,804</b>	<b>986,778</b>	<b>878,341</b>
<b>HEADQUARTERS</b>					
Staff-related costs	137,748	-	366	138,114	133,383
Mission costs	4,804	-	-	4,804	4,620
Rentals	399	-	2,744	3,143	3,022
Sub-contracted maintenance	2,965	-	-	2,965	2,528
Purchase of goods and materials	3,511	2	-	3,513	3,603
Financial assistance	1,634	-	-	1,634	968
General expenditure	26,259	-	115	26,374	22,819
Depreciation	8,862	-	-	8,862	10,192
<b>Total Headquarters expenditure</b>	<b>186,182</b>	<b>2</b>	<b>3,225</b>	<b>189,409</b>	<b>181,135</b>
<b>Total Expenditure before IAS 19R</b>	<b>1,159,359</b>	<b>7,799</b>	<b>9,029</b>	<b>1,176,187</b>	<b>1,059,476</b>
Effect of IAS 19R on defined benefit pension plans				-32,757	-11,015
<b>Total Operating expenditure</b>				<b>1,143,430</b>	<b>1,048,461</b>

The contributed assets included in the 2013 contributions amount to nil (2012: KCHF 1,000). They are reported:

- ▶ either as contributions in cash that are restricted to the acquisition of a given fixed asset
- ▶ or as contributions in kind in the form of a donated asset.

## 28. OVERHEAD AND ADMINISTRATIVE COSTS

As a contribution to the costs of headquarters support for operations in the field, an additional 6.5% is added to the budget of each operation for cash and service movements. Headquarters support includes services essential for an operation's success, such as human resources, finance, logistics and IT, as noted below under c). The following analysis reconciles the audited consolidated financial statements with the management financial results of the Emergency Appeals.

### a) Overheads

The reconciliations of headquarters overheads income and field overhead expenditure result in the following breakdowns over the past two years:

2013 (in KCHF)	Note	Field	Headquarters	Total 2013
<b>OPERATING INCOME</b>				
Consolidated operating income	26			1,223,635
Less funds and foundations				-4,637
<b>Total ICRC contributions</b>		<b>1,075,576</b>	<b>143,422</b>	<b>1,218,998</b>
Internal allocation from field budget		-	63,308	63,308
<b>Total Income related to Emergency Appeals</b>		<b>1,075,576</b>	<b>206,730</b>	<b>1,282,306</b>
<b>OPERATING EXPENDITURE</b>				
Consolidated operating expenditure				-1,143,430
Effect of IAS 19R on pension plans				-32,757
<b>Total Operating expenditure before IAS 19R</b>	<b>27</b>	<b>-986,778</b>	<b>-189,409</b>	<b>-1,176,187</b>
Less funds and foundations		5,009	444	5,453
<b>Total ICRC operating expenditure</b>		<b>-981,769</b>	<b>-188,965</b>	<b>-1,170,734</b>
Internal allocation to headquarters budget		-63,308		-63,308
<b>Total Expenditure related to Emergency Appeals</b>		<b>-1,045,077</b>	<b>-188,965</b>	<b>-1,234,042</b>
<b>2012 (in KCHF)</b>				
	Note	Field	Headquarters	Total 2012
<b>OPERATING INCOME</b>				
Consolidated operating income	26			1,013,359
Less funds and foundations				-4,365
<b>Total ICRC contributions</b>		<b>870,026</b>	<b>138,968</b>	<b>1,008,994</b>
Internal allocation from field budget		-	56,390	56,390
<b>Total Income related to Emergency Appeals</b>		<b>870,026</b>	<b>195,358</b>	<b>1,065,384</b>
<b>OPERATING EXPENDITURE</b>				
Consolidated operating expenditure				-1,048,461
Effect of IAS 19R on pension plans				-11,015
<b>Total Operating expenditure before IAS 19R</b>	<b>27</b>	<b>-878,341</b>	<b>-181,135</b>	<b>-1,059,476</b>
Less funds and foundations		5,282	410	5,692
<b>Total ICRC operating expenditure</b>		<b>-873,059</b>	<b>-180,725</b>	<b>-1,053,784</b>
Internal allocation to headquarters budget		-56,390		-56,390
<b>Total Expenditure related to Emergency Appeals</b>		<b>-929,449</b>	<b>-180,725</b>	<b>-1,110,174</b>

## b) Administrative costs

The following cost centres at headquarters are classified as administrative rather than direct programme-oriented operating expenditure:

- ▶ the president's office, the directorate and management control
- ▶ finance and administration
- ▶ human resources
- ▶ fundraising
- ▶ information systems and archives

Their total administrative cost amounts to KCHF 120,656 which represents 10.3% of ICRC's operating expenditure (2012: KCHF 116,574 and 11.1%).

## 29. STAFF-RELATED COSTS AND FIGURES

(in KCHF)	Note	2013	2012
Wages and salaries		420,961	416,769
Social insurance and social benefits		69,700	66,571
Staff costs as contributed services	27	5,822	5,215
Post-employment benefit costs	22	18,621	38,216
<b>Total Staff-related costs</b>		<b>515,104</b>	<b>526,771</b>

These post-employment benefit costs represent the total of current net service cost and administration costs excluding costs for managing plan assets.

The average number of employees during these financial years was as follows:

### AVERAGE NUMBER OF EMPLOYEES

(in KCHF)	Note	2013	2012
<b>IN THE FIELD</b>			
Mobile employees hired by ICRC		1,435	1,441
Mobile employees seconded by National Societies		166	110
Local resident employees under ICRC contract		10,183	10,020
<b>Sub-total average number of employees in the field</b>		<b>11,784</b>	<b>11,571</b>
<b>AT HEADQUARTERS</b>			
Staff hired by ICRC		936	913
Staff seconded by National Societies		5	6
<b>Sub-total average number of employees at headquarters</b>		<b>941</b>	<b>919</b>
<b>Total Average number of employees</b>		<b>12,725</b>	<b>12,490</b>

## 30. LEASES

### a) Operating leases as lessee

The ICRC leases warehouses, delegation buildings and means of transport under operating leases. The leases may typically run for a period of up to 10 years, with an option to renew after that date. Lease payments are increased annually to reflect market rentals.

For 2013, KCHF 102,980 (2012: KCHF 101,241) was recognized as rental expense with respect to operating leases in the income statement, as follows:

(in KCHF)	Note	2013	2012
Premises and equipment		43,032	40,124
Transport		59,948	61,117
<b>Sub-total operating leases</b>		<b>102,980</b>	<b>101,241</b>
Rentals as contributed services	27	3,058	3,007
<b>Total Rentals</b>		<b>106,038</b>	<b>104,248</b>

### NON-CANCELLABLE OPERATING LEASE RENTALS PAYABLE

(in KCHF)	2013	2012
- within 12 months	13,285	8,233
- within 2 to 5 years	9,856	7,643
- over 5 years	3,540	1,310
<b>Total Non-cancellable rentals payable</b>	<b>26,681</b>	<b>17,186</b>

### b) Operating leases as lessor

In 2013, KCHF 742 (2012: KCHF 754) were recognized as income in the income statement in respect of sub-leases. These leases principally relate to vehicle parking at headquarters and ad hoc field facilities that are short-term in nature.

### c) Finance leases as lessee

The ICRC has no finance lease obligations.

## 31. FINANCIAL INCOME, NET

(in KCHF)	2013	2012
<b>FINANCIAL INCOME</b>		
<b>INVESTMENTS AT FAIR VALUE THROUGH PROFIT AND LOSS</b>		
Net fair value gain	12,614	8,352
Net income	2,045	1,644
<b>INVESTMENTS HELD-TO-MATURITY</b>		
Net gain	9	27
Interest income	1,005	371
<b>OTHER FINANCIAL INCOME</b>		
Interest income	335	923
<b>Total Financial income</b>	<b>16,008</b>	<b>11,317</b>
<b>FINANCIAL EXPENSES</b>		
<b>INVESTMENTS HELD-TO-MATURITY</b>		
Interest and other expenses	-161	-66
Impairment loss	-	-
<b>Total Financial expenses</b>	<b>-161</b>	<b>-66</b>
<b>Financial income, net</b>	<b>15,847</b>	<b>11,251</b>

Interest expense is classified within operating general expenditure, which is consistent with the requirements of agreements with donors.

## 32. NON-OPERATING INCOME AND EXPENSES

(in KCHF)	Note	2013	2012
<b>OTHER NON-OPERATING INCOME</b>			
Decrease in provisions for operational claims		-	571
Decrease in provisions for accounts receivable		84	656
Re-invoiced costs		3,587	9,424
Income arising from prior period		1,561	797
Gains on disposal of fixed assets		3,626	3,802
Other income		994	5,659
Adjustments of operations		73	615
<b>Total Other non-operating income</b>		<b>9,925</b>	<b>21,524</b>

Adjustments of operations concern prior period charges relating mainly to the transfer of goods and revised estimates of accruals, and do not relate to current field operations.

(in KCHF)	Note	2013	2012
<b>OTHER NON-OPERATING EXPENSES</b>			
Increase in provisions for operational claims		-188	-
Increase in provisions for accounts receivable		-1	-67
Increase in provisions for obsolete inventories		-112	-524
Expenditure arising from prior period		-1,059	-129
Net interest cost on post-employment obligations	22	-5,849	-6,900
Losses on disposal of fixed assets		-270	-742
Other expenses		-3,359	-8,450
<b>Total Other non-operating expenses</b>		<b>-10,838</b>	<b>-16,812</b>

## 33. TAXES

The ICRC (but not its staff) is exempt from taxes in Switzerland and most countries in which its delegations are based.

## 34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The ICRC has various financial assets, such as cash and cash equivalents, investments, accounts receivable, long-term receivables and other financial assets. The main financial liabilities comprise loans and borrowings, bank overdrafts, accounts payable, accrued expenses and other financial liabilities.

The main risks arising from these financial assets and liabilities are market risk and its subsets (foreign currency and interest rate risks), counterparty risk and liquidity risk, which are summarized below.

These risks are managed through several treasury policies. Compliance with these policies is monitored by the Treasury Committee, which is composed of the director of financial resources and logistics, the head of finance, the head of accounting and the treasurer. These various policies are submitted by the Treasury Committee to the Assembly Council for adoption.

### a) Foreign currency risk

#### EXPOSURE

The foreign currency risk is that the financial statements for a particular period or as at a certain date may be affected by changes in the value of transactions executed in foreign currencies owing to fluctuations.

The ICRC's exposure to the foreign exchange (hereafter FX) translation risk is limited, as both the functional currency and the reporting currency used for these consolidated financial statements is the Swiss franc. However, exposure to fluctuations in FX rates arises from transactions denominated in currencies other than the Swiss franc. For instance, the ICRC incurs foreign currency risk on contributions pledged in foreign currencies.

In addition, exchange rate fluctuations can have a significant impact on the income statement in relation to the ICRC's operations carried out worldwide. The currencies giving rise to this risk are primarily the euro, the pound sterling and the US, Australian and Canadian dollars.

Long-term receivables in FX relate to deferred income and are principally denominated in pounds sterling and in US and Canadian dollars. The FX exposure of this asset is offset against the FX exposure of the deferred income liability.

The principal rates of exchange are shown below:

(in KCHF)	Spot rate		Average rate	
	2013	2012	2013	2012
USD	0.8894	0.9163	0.9261	0.9341
EUR	1.2259	1.2080	1.2274	1.2051
GBP	1.4657	1.4787	1.4466	1.4820
AUD	0.7899	0.9518	0.8994	0.9687

Most financial assets and liabilities are denominated in Swiss francs, except the following:

(Converted to KCHF)	2013	2012	
<b>CASH AND CASH EQUIVALENTS</b>			
Euro	KCHF	7,786	3,516
Pound	KCHF	409	6,164
US dollar	KCHF	17,645	12,809
Swedish krona	KCHF	2,211	7
Central African CFA franc (XAF)	KCHF	1,633	626
West African CFA franc (XOF)	KCHF	2,123	3,334
<b>CURRENT AND NON-CURRENT ACCOUNTS RECEIVABLE</b>			
Euro	KCHF	127,499	62,802
Pound	KCHF	113,351	151,716
US dollar	KCHF	40,262	6,847
New Zealand dollar	KCHF	2,544	2,634
Australian dollar	KCHF	95,183	142,105

(Converted to KCHF)	2013	2012
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#### ACCOUNTS PAYABLE AND ACCRUED EXPENSES

	KCHF	2013	2012
Euro	KCHF	3,903	4,002
US dollar	KCHF	5,266	1,220
West African CFA franc (XOF)	KCHF	143	2,349

#### CURRENT AND NON-CURRENT DEFERRED INCOME

	KCHF	2013	2012
Euro	KCHF	88,939	28,628
Pound	KCHF	130,726	165,762
Swedish krona	KCHF	4,119	-
New Zealand dollar	KCHF	2,544	753
Australian dollar	KCHF	95,183	144,674

#### EXPOSURE MANAGEMENT

The ICRC uses derivative financial instruments – spots, forward contracts and swaps – to hedge its exposure to foreign exchange risks arising from accounting exposures denominated in foreign currency. The forward exchange contracts have maturities of less than one year after the reporting date. Where necessary, the contracts are swapped at maturity. In accordance with its treasury policies, the ICRC uses derivative instruments exclusively for hedging purposes.

With respect to other monetary assets and liabilities held in foreign currencies in the field, the ICRC ensures that its exposure is kept to an acceptable level, buying or selling foreign currencies at spot rates where necessary to address short-term needs.

To limit exposure over investments, the ICRC's investment management policy defines which currencies may be used for investments. At 31 December 2013, all investments are denominated in Swiss francs, with the exception of KCHF 84,906 (2012: KCHF 66,111).

#### EXPOSURE MEASUREMENT

The ICRC uses a VaR computation to estimate the potential annual loss in the fair value of its financial assets and liabilities denominated in foreign currency.

The VaR estimates are made assuming normal market conditions, using a 95% confidence interval. The ICRC cannot predict actual future movements of exchange rates. Therefore, the VaR numbers below do not represent actual losses or consider the effects of favourable movements in underlying variables. Accordingly, these VaR numbers are only indicative of future movements over a one-year time horizon, to the extent that historic market patterns are repeated in the future. The estimated potential annual loss from the ICRC's foreign currency exposure is as follows:

(in KCHF)	Note	2013	2012
Value at Risk – Potential loss on foreign currencies	25	-6,567	-4,375

#### b) Market and interest rate risks

The ICRC is exposed to market and interest rate risks through its investments in equity shares, debt securities, term deposits and other funds. It is also exposed to changes in market interest rates through its debt securities and term deposits. These financial assets, except for a large portion of the debt securities that are held-to-maturity, are stated at fair value. This portfolio held-to-maturity is not subject as such to the volatility of financial markets.

#### SENSITIVITY ANALYSIS FOR QUOTED EQUITY SHARES AT FAIR VALUE THROUGH PROFIT AND LOSS

The ICRC's investments in equity of other entities that are publicly traded are generally included in one of the following two equity indexes: Swiss Performance Index ("SPI") for Swiss shares and MSCI World for non-Swiss shares.

The table below summarizes the impact of increases/decreases in the two equity indexes on the ICRC's surplus for the year. The analysis is based on the assumption that the equity indexes have increased/decreased by 5% with all other variables, in particular foreign currency rates, held constant and all the equity instruments moved according to the historical correlation with the index:

(in KCHF)	Impact on ICRC's surplus/(deficit)			
	2013		2012	
	+5% increase	-5% decrease	+5% increase	-5% decrease
<b>EQUITY INDEX</b>				
SPI	1,892	-1,892	1,621	-1,621
MSCI World	2,607	-2,607	2,152	-2,152

#### SENSITIVITY ANALYSIS FOR QUOTED DEBT SECURITIES AT FAIR VALUE THROUGH PROFIT AND LOSS

A change of 100 basis point in interest rates at the end of the year would have increased/(decreased) ICRC's surplus for the year by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

(in KCHF)	Impact on ICRC's surplus/(deficit)			
	2013		2012	
	+1% increase	-1% decrease	+1% increase	-1% decrease
<b>INTEREST RATE</b>				
Fixed-rate debt securities	-589	589	-495	495

To limit this market exposure, the ICRC's Investment and Treasury Committees have clarified the organization's tolerance for risk and volatility in investment guidelines based on investment management policy. Portfolio managers are required to trade all investments at stock exchanges handling large volumes and with market markers. All selected financial assets have to meet specific criteria defined in the policy, such as quality and negotiability of securities, minimum counterparty ratings, maximum percentages of total invested fund, etc. The Investment Committee, which consists of the director of financial resources and logistics, the head of finance and two external members, also makes proposals to the treasurer for managing the market and interest rate risks.

The ICRC has also allowed portfolio managers to use derivative future contracts to hedge exposure to market risk. The future contracts have maturities of less than one year after the reporting date.

### c) Counterparty risk

The ICRC's treasury policies focus on security of cash and cash equivalents. At headquarters, these positions are held in banks regulated by the Swiss Central Bank or by the central bank of any EU member State with a long-term rating of at least A-/A3 (Standard & Poor's and Moody's). For the field positions, there is no significant exposure to banks in risky countries. In 2013, the number of bank counterparties did not change.

ICRC receivables are mostly with governments and government agencies, where credit risk is considered to be low. In addition, the ICRC has a relatively broad government donor base. The largest donor contributed 21.2% of overall income (2012: 20.6%) and the top five donors contributed 56.8% (2012: 54.5%).

Investments are allowed only in liquid securities and only with counterparties that have a high credit rating. The ICRC's investment management policy defines the maximum exposure to a single counterparty in order to ensure diversification of investments.

Other positions are not material, or are covered by provisions.

At the reporting date, there were no significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

### d) Liquidity risk

The ICRC maintains a secure level of working capital at all times. This is reassessed and quantified periodically, based on cash-flow forecasts. The ICRC's objective is to strike a balance between funding continuity and flexibility by maintaining sufficient funds as cash in hand, cash at bank or deposits with initial maturities of three months or less to meet short-term liabilities. Interest-bearing loans and borrowings, which are debt requiring servicing costs, are kept to a minimum.

In addition, the ICRC has liquidity risk associated with foreign exchange forward cover. Funds in the appropriate foreign currency are retained to settle forward contracts when they come due, or the contract is swapped forward until sufficient foreign currency is available.

The tables below summarize the maturity profile of the ICRC's financial liabilities.

2013 (in KCHF)	Note	Total	Undiscounted amounts		
			< 1 year	2 – 5 years	> 5 years
Accounts payable	16	42,557	42,557		
Current loans and borrowings	17	1,351	1,351		
Current employee benefit liabilities	19	45,732	45,732		
<b>Current deferred income:</b>	20				
– Deferred income related to pledges		221,471	222,055		
– Deferred income related to government loans		100	100		
Derivative financial instruments	38	135,148	135,148		
Non-current loans and borrowings	17	19,800	-	2,403	17,397
<b>Non-current employee benefit liabilities</b>	22				
– Pension benefit plan		101,109	7,961	31,845	61,303
– Early retirement benefit plan		30,247	7,562	20,265	2,420
– End-of-service benefit plan		54,089	7,026	28,104	18,959
– Contribution suppletive plans		21,590	3,824	15,296	2,470
<b>Non-current deferred income:</b>	20				
– Deferred income related to pledges		167,217	-	171,179	-
– Deferred income related to government loans		11,209	-	511	10,698
<b>Total 2013</b>		<b>851,620</b>	<b>473,316</b>	<b>269,603</b>	<b>113,247</b>

2012 (in KCHF)	Note	Total	Undiscounted amounts		
			< 1 year	2 – 5 years	> 5 years
Accounts payable	16	38,128	38,128		
Current loans and borrowings	17	1,029	1,029		
Current employee benefit liabilities	19	46,244	46,244		
<b>Current deferred income:</b>	20				
– Deferred income related to pledges		131,480	131,899		
– Deferred income related to government loans		89	89		
Derivative financial instruments	38	61,072	61,072		
Non-current loans and borrowings	17	20,429	-	2,447	17,982
<b>Non-current employee benefit liabilities</b>	22				
– Pension benefit plan		197,511	15,431	61,722	120,358
– Early retirement benefit plan		25,910	6,736	17,100	2,074
– End-of-service benefit plan		51,486	5,015	20,060	26,411
– Contribution suppletive plans		18,033	4,529	13,504	-
<b>Non-current deferred income:</b>	20				
– Deferred income related to pledges		268,735	-	277,335	-
– Deferred income related to government loans		11,309	-	467	10,842
<b>Total 2012</b>		<b>871,455</b>	<b>310,172</b>	<b>392,635</b>	<b>177,667</b>

### e) Capital management

By its nature, the ICRC does not have “capital”. Rather, it views the reserves as a proxy for capital in terms of IAS 1. The target and position of the various reserves are indicated in Notes 23 to 26. There were no changes in the organization’s approach to reserves management during the year. The governing bodies’ policy is to maintain a strong level of reserves so as to maintain stakeholder and donor confidence and to sustain future development of operations.

## 35. FAIR VALUE

A number of the ICRC’s accounting policies and disclosures require the determination of fair value, both for financial and non-financial assets and liabilities. Fair value has been determined for measurement and/or disclosure purposes based on the method outlined below.

### a) Fair value measurement

Fair value estimates are made at a specific point in time, based on market conditions and information about the financial instruments concerned. These estimates are subjective in nature and involve uncertainties and matters of significant judgment and therefore cannot be determined with precision. Changes in assumptions could significantly affect estimates.

The fair value of cash and cash equivalents, accounts receivable, bank overdrafts, accounts payable and accrued expenses are not materially different from the carrying amounts. Further, accounts receivable are not offset against accounts payable.

In accordance with the ICRC’s investment strategy, investments held-for-trading are measured at fair value through profit or loss, because their performance is actively monitored and they are managed on a fair value basis. The debt securities held-to-maturity are measured at amortized cost. Their fair value is determined for impairment testing and disclosed in the table below.

Interest-free loans are recorded at fair value on initial recognition, which is the present value of the expected future cash flows, discounted using a market-related rate. Subsequent to initial recognition, interest-bearing loans are stated at amortized cost and the current fair value of the loans is disclosed in Note 17.

Derivative financial instruments are stated at fair value. The net result of marking derivative financial instruments at the reporting date was a charge of KCHF 353 (2012: KCHF 141). The fair value of forward currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles. The fair value of futures exchange contracts is their market price at the reporting date.

### b) Fair value hierarchy

Set out below is a comparison by class of the carrying amounts and fair values of the ICRC’s financial assets/liabilities and their corresponding measurement levels. The ICRC determines the fair value of financial instruments on the basis of the following hierarchy:

- ▶ Level 1: The fair value of financial instruments quoted in active markets is based on their quoted closing price at the reporting date.
- ▶ Level 2: The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques based on observable market data.
- ▶ Level 3: This level includes instruments where one or more of the significant inputs are not based on observable market data.

There was no transfer between the fair value measurement levels during the reporting periods ended 31 December 2012 and 2013.

2013 (in KCHF)	Note	Carrying Amount	Fair Value	Fair Value Hierarchy		
				Level 1	Level 2	Level 3
<b>FINANCIAL ASSETS</b>						
Investments at fair value through profit and loss	8	160,950	160,950	160,950	-	-
Investments held-to-maturity	8	138,946	139,586	139,586	-	-
Derivative financial instruments	12	23	23	-	23	-
<b>FINANCIAL LIABILITIES</b>						
Unsecured interest-free loans	17	-20,428	-21,081	-	-21,081	-
Derivative financial instruments	21	-276	-276	-	-276	-

2012 (in KCHF)	Note	Carrying Amount	Fair Value	Fair Value Hierarchy		
				Level 1	Level 2	Level 3
<b>FINANCIAL ASSETS</b>						
Investments at fair value through profit and loss	8	167,681	167,681	167,681	-	-
Investments held-to-maturity	8	121,828	122,577	122,577	-	-
Derivative financial instruments	12	144	144	-	144	-
<b>FINANCIAL LIABILITIES</b>						
Unsecured interest-free loans	17	-21,069	-25,164	-	-25,164	-
Derivative financial instruments	21	-15	-15	-	-15	-

### 36. CONTINGENT ASSETS

In 2013, pledges amounting to KCHF 1,400 (2012: KCHF 1,600) fell due after five years and were considered as contingent assets.

### 37. CONTINGENT LIABILITIES

The ICRC has operational claims that are principally legal in nature (local employment contracts, social charges and rental contracts), with the definitive amount and exact timing of each claim being subject to various legal proceedings in the country in which it was issued. Those items that management considers will probably be paid have been recorded as provisions (see Note 18) and the balance deemed to be contingent liabilities amounts to KCHF 14,015 (2012: KCHF 13,911).

The ICRC receives pledges from certain donors that are contingent on expenditure being incurred on specific earmarking and with final payment being subject to acceptable financial reporting.

### 38. CAPITAL AND CONTRACTUAL COMMITMENTS

#### a) Capital commitments

Capital expenditures of KCHF 10,030 (2012: KCHF 11,262) have been approved but not provided for in these consolidated financial statements. The 2013 amount includes commitments for KCHF 6,668 to purchase vehicles and for KCHF 2,749 towards IT projects. The 2012 amount includes KCHF 2,059 in commitments relating to the visitors' centre; its construction started in 2011 and was completed late 2013.

#### b) Contractual commitments

Open purchase orders of KCHF 32,272 (2012: KCHF 13,963) have been issued to third parties but not provided for in these consolidated financial statements.

#### c) Forward foreign exchange contracts

At year-end, the following positions of forward exchange foreign contracts were open:

(in KCHF)	2013	2012
Purchase of foreign currencies	71,290	45,064
Sale of foreign currencies	-63,858	-16,008

### 39. RELATED PARTIES

#### a) Identity of related parties

Key management personnel are persons having authority and responsibility for planning, directing and controlling the ICRC's activities. Related parties are the directors and senior management, and close members of their families or households.

The Assembly is the supreme governing body of the ICRC.

The ICRC has a conflict-of-interest policy whereby members of the Assembly, the directors and senior managers must advise the Assembly or the Human Resources Department of any direct or indirect interest in any transaction or relationship with the ICRC and are disqualified from participation in discussions and decisions regarding any action affecting their individual, professional or business interests.

#### b) Transactions with related parties

There were no transactions with key management personnel except those described under c) below. With the exception of the president and the permanent vice-president, none of the other members of the Assembly, or any person related to them, received any remuneration from the ICRC during the year.

#### c) Remuneration

The salaries and benefits of the ICRC's president, permanent vice-president, six directors and head of Internal Audit are set by the Remuneration Commission. Their total remuneration below includes employer expenses for social insurance and social benefits. They received no other salaries or benefits (e.g. fringe benefits, loans, etc).

(in KCHF)	2013	2012
Short-term employee benefits	2,809	2,784
Post-employment benefits	726	671
Other long-term benefits	38	37
<b>Total Remuneration of related parties</b>	<b>3,573</b>	<b>3,492</b>

The non-permanent members of the Assembly, or persons related to or having business ties with them, received no remuneration from the ICRC during the year.

#### 40. NOTES TO THE STATEMENT OF CASH FLOWS

The adjustments to reconcile the result of the year to the net cash from operating activities are detailed hereafter:

(in KCHF)	Note	2013	2012
Surplus/(deficit)for the year		92,960	-21,563
<b>ADJUSTMENTS TO RECONCILE SURPLUS/(DEFICIT) TO NET CASH FROM OPERATING ACTIVITIES</b>			
<b>Non-cash items</b>			
Depreciation and impairment of property, plant and equipment	14	21,582	21,796
Amortization and impairment of intangible assets	15	4,029	3,617
Provision and losses on inventories		171	1,589
Movement in provisions, receivables and specific risks		105	-1,160
Movement in pension as per IAS 19R		-26,969	-4,196
<b>Sub-total Non-cash items</b>		<b>-1,082</b>	<b>21,646</b>
<b>Items relating to investing activities</b>			
Interest and income from investments	31	-3,224	-2,872
Gains on investments, net		-16,010	-12,800
Gains on property, plant and equipment, net	32	-3,356	-3,060
<b>Sub-total Items relating to investing activities</b>		<b>-22,590</b>	<b>-18,732</b>
<b>Working capital adjustments</b>			
Accounts receivable		-39,187	29,091
Prepayments		-3,466	-114
Inventories		-1,514	-6,649
Other financial assets		-244	221
Accounts payable and accrued expenses		4,429	1,339
Employee benefit liabilities		6,666	6,958
Other financial liabilities		261	-261
<b>Sub-total Working capital adjustments</b>		<b>-33,055</b>	<b>30,585</b>
<b>Total Net cash from operating activities</b>		<b>36,233</b>	<b>11,936</b>

#### 41. APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

These financial statements were approved by the Directorate on 1 April 2014 for issue to the Assembly Council on 3 April and for final approval by the Assembly on 16 April 2014, and at that date there were no significant events after the reporting period.



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To the Assembly of

**The International Committee of the Red Cross (ICRC), Geneva**

Geneva, 3 April 2014

**Report of the independent auditor on the consolidated financial statements**

As independent auditor and in accordance with your instructions, we have audited the accompanying consolidated financial statements of the International Committee of the Red Cross (ICRC) (consolidated statement of financial position, consolidated statement of comprehensive income, consolidated statement of cash-flows, consolidated statement of changes in reserves and notes) on pages 142 to 175 for the year ended 31 December 2013.

**Directorate's and Assembly's responsibility**

The Directorate and Assembly are responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the requirements of International Financial Reporting Standards (IFRS). This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Directorate and Assembly are further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

**Auditor's responsibility**

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the consolidated financial statements for the year ended 31 December 2013 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with IFRS.

Ernst & Young Ltd

Laurent Bludzien  
Licensed audit expert  
(Auditor in charge)

Thomas Madøery  
Licensed audit expert

**MISSION**

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the Geneva Conventions and the International Red Cross and Red Crescent Movement. It directs and coordinates the international activities conducted by the Movement in armed conflicts and other situations of violence.



ICRC