



# APPEALS 2019

## OVERVIEW



ICRC



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

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

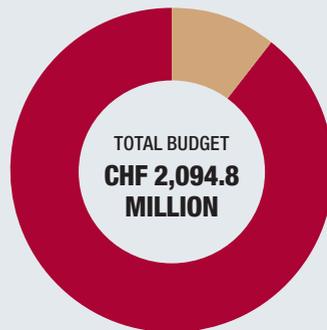
# ICRC APPEALS 2019

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

## ICRC BUDGET AND APPEAL STRUCTURE

- The ICRC's budget is set on a yearly basis. The 2019 budget is based on the objectives set for the year and aims to cover activities from 1 January to 31 December 2019.
- The budget is divided into that for field operations and headquarters. The ICRC seeks funding to cover its budget through the **Appeals**, which is structured accordingly: the **Operations** section covers the ICRC's activities in over 90 countries around the world; and the **Headquarters** section covers all activities carried out at ICRC headquarters, which include institutional strategy, policy development and operational, legal and administrative support, including resource mobilization and financial management.
- During the year, adjustments to the initial budgets may be made in the form of budget extensions. These are usually launched in response to emergencies or other situations requiring an expansion of activities or significant operational shifts. *Budget Extension Appeals* inform donors about these changes.
- *Special Appeals* cover specific or cross-cutting issues.

The ICRC is appealing for **CHF 2.1 billion** to cover the costs of its headquarters and field operations in 2019.



- **HEADQUARTERS**  
**CHF 231.8 MILLION**
- **OPERATIONS**  
**CHF 1,863.0 MILLION**
  - CHF 1,855.3 MILLION  
in cash
  - CHF 3.7 MILLION  
in kind
  - CHF 4.0 MILLION  
in services

## CONTRIBUTIONS

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

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

## STANDARD REPORTING SYSTEM

- The ICRC's **Annual Report** provides comprehensive information on the ICRC's activities throughout the year. It reports back on the objectives set in the *Appeals* and includes narrative accounts and consolidated result indicators, including disaggregated data, where relevant. Annexes to the *Annual Report* contain the financial statements, contributions made by each donor, the financial situation at the end of the year, and the costs associated with seconding of staff by National Societies to the ICRC. **Special Reports** follow up on the *Special Appeals*.
- Financial and statistical data on the activities of the previous year are normally available by mid-March, making it possible for the external auditor, Ernst & Young, to examine the ICRC's accounting records and financial statements and draft a report on these. The result of the audit of field and headquarters activities is reported to the ICRC Assembly.
- The ICRC issues **Midterm Reports** to inform donors about the status of its field operations at mid-year; these cover contexts where notable progress can already be reported at the time of writing.
- Donors may also receive information on evolving crises, specific field programmes, institutional policies and other topics through **Updates** or other ad hoc documents.
- Monthly and quarterly financial updates inform donors of developments in the ICRC's budget, expenditure rate and contribution levels during the year.

# ICRC STRATEGY 2019–2022



L. Aguilera/ICRC

## STRATEGIC ORIENTATIONS

- |   |  |   |
|---|--|---|
| 1 |  | Influencing behaviour to prevent violations of international humanitarian law and alleviate human suffering |
| 2 |  | Building relevant and sustainable humanitarian impact with the people affected                              |
| 3 |  | Working with others to enhance impact   |
| 4 |  | Creating an inclusive and diverse working environment   |
| 5 |  | Embracing the digital transformation  |

# BREAKDOWN OF THE BUDGET

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## HEADQUARTERS BUDGET

Breakdown by department

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## FIELD BUDGET

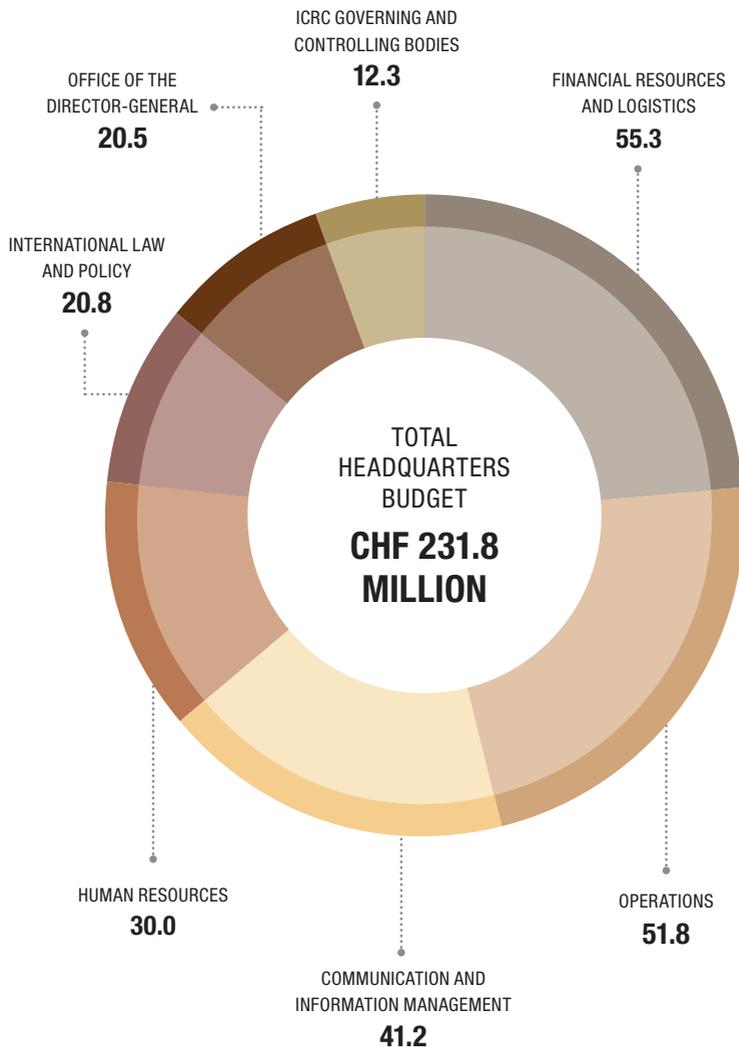
Breakdown by programme

Breakdown by geographical region

# HEADQUARTERS BUDGET

## BREAKDOWN BY DEPARTMENT

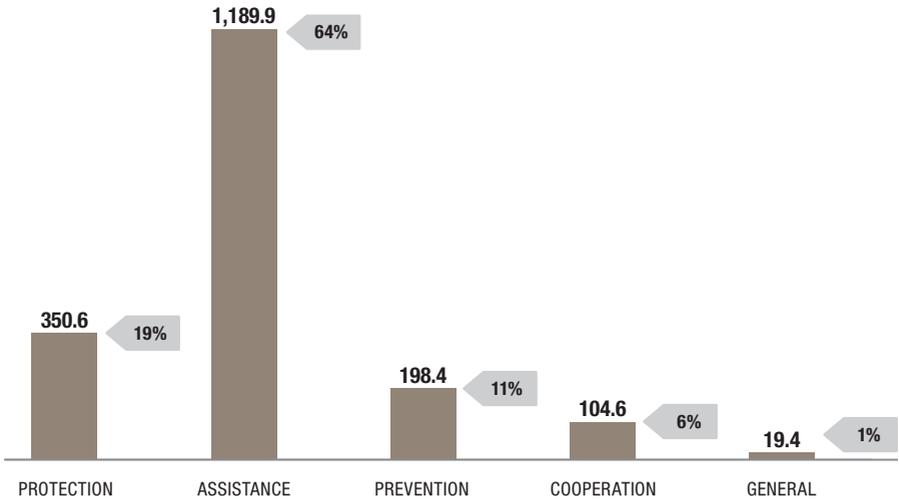
AMOUNTS IN CHF MILLIONS



# FIELD BUDGET BREAKDOWN BY PROGRAMME

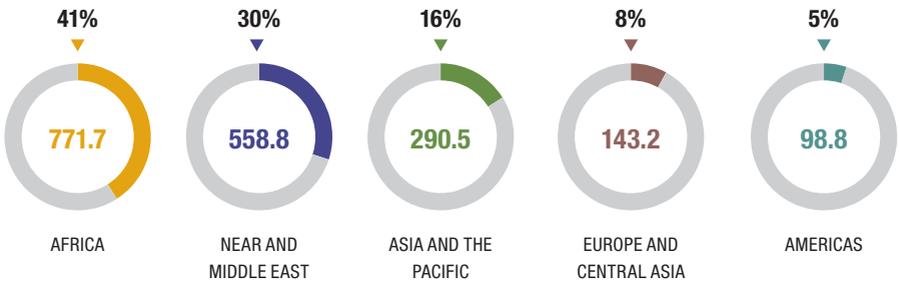
AMOUNTS IN CHF MILLIONS

TOTAL FIELD BUDGET:  
**CHF 1,863 MILLION**



# BREAKDOWN BY GEOGRAPHICAL REGION

AMOUNTS IN CHF MILLIONS

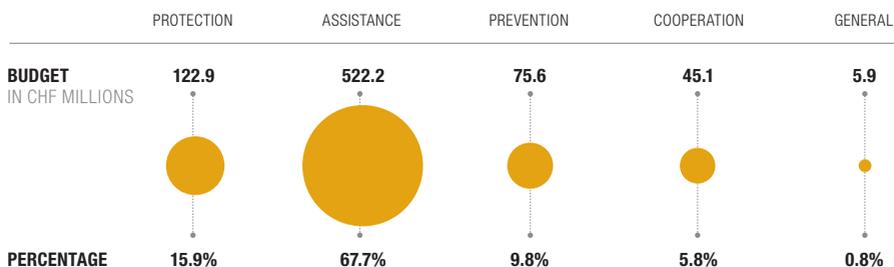


# AFRICA

TOTAL 2019 BUDGET:  
KCHF 771,652



## BREAKDOWN BY PROGRAMME



## BREAKDOWN BY CONTEXT

AMOUNTS IN CHF MILLIONS

South Sudan	138.7
Nigeria	105.1
Congo, Democratic Republic of the	81.0
Libya	66.4
Somalia	65.7
Mali	51.3
Central African Republic	45.4
Niger	39.4
Yaoundé (regional)	24.9
Ethiopia	21.3
Sudan	18.7
Abidjan (regional)	18.0
Pretoria (regional)	15.0
Chad	13.7
Nairobi (regional)	12.8
Burundi	12.6
Dakar (regional)	10.0
Tunis (regional)	6.5
Rwanda	5.1
Uganda	4.9
Mauritania	4.7
Algeria	3.1
Eritrea	2.7
Antananarivo (regional)	2.5
Morocco	2.2

# KEY OPERATIONS

## LAKE CHAD REGION

Assisting conflict-affected people to recover their self-sufficiency and improving access to essential services, especially in areas not reached by other actors



## LIBYA

Expanding assistance activities, especially in the fields of livelihood support and health, for people affected by the prolonged violence



## CENTRAL AFRICAN REPUBLIC

Ensuring the protection of civilians, strengthening their resilience to the effects of widespread violence and making medical care more accessible to them



## SAHEL REGION

Supporting displaced and other vulnerable households to restore their livelihoods and build their ability to withstand the consequences of protracted conflict and climate change

## SOUTH SUDAN, ETHIOPIA, UGANDA

Assisting violence-affected people in South Sudan, particularly those in areas not accessible to other organizations, and enabling those who have fled to Ethiopia and Uganda to locate or contact their relatives



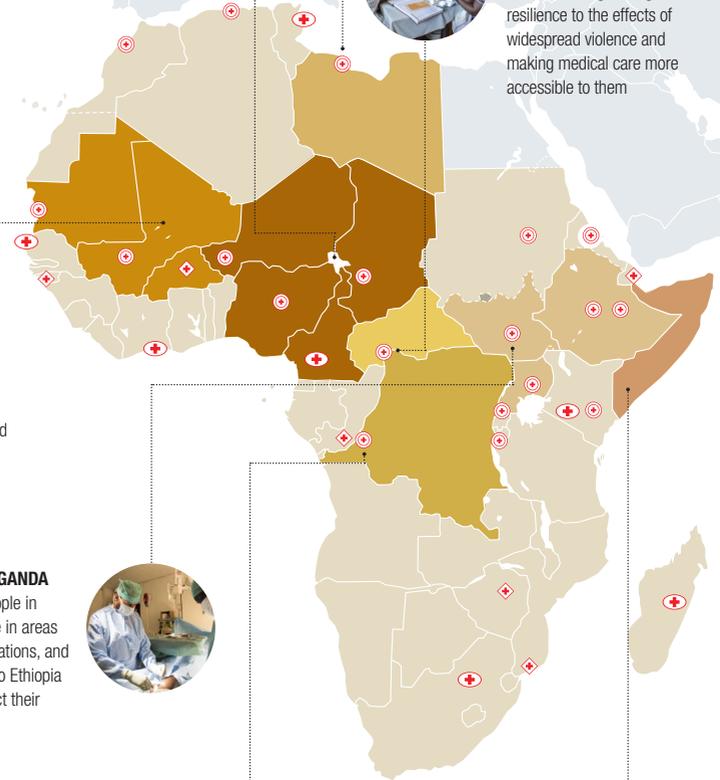
## DEMOCRATIC REPUBLIC OF THE CONGO

Meeting the emergency needs of people displaced or otherwise affected by multiple, overlapping conflicts and promoting their protection from abuses; restoring contact between separated family members



## SOMALIA

Facilitating access to essential goods and services for people enduring the combined effects of decades of conflict, chronic food insecurity and natural disasters



ICRC regional delegation



ICRC delegation



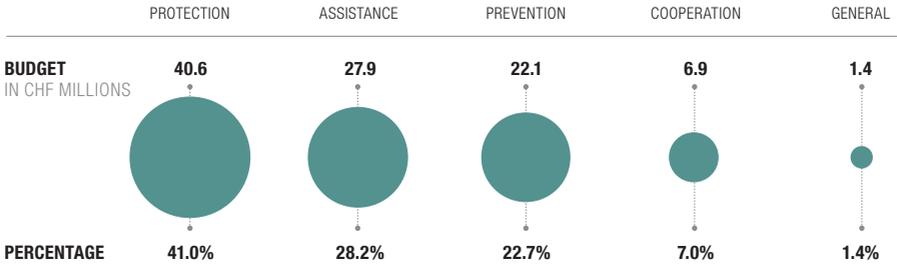
ICRC mission

# AMERICAS

TOTAL 2019 BUDGET:  
KCHF 98,755



## BREAKDOWN BY PROGRAMME



## BREAKDOWN BY CONTEXT

AMOUNTS IN CHF MILLIONS

Colombia	34.2
Mexico City (regional)	24.1
Brasilia (regional)	10.0
Caracas (regional)	9.0
Washington (regional)	8.5
Lima (regional)	6.5
New York	3.7
Panama City (regional)	2.9

# KEY OPERATIONS

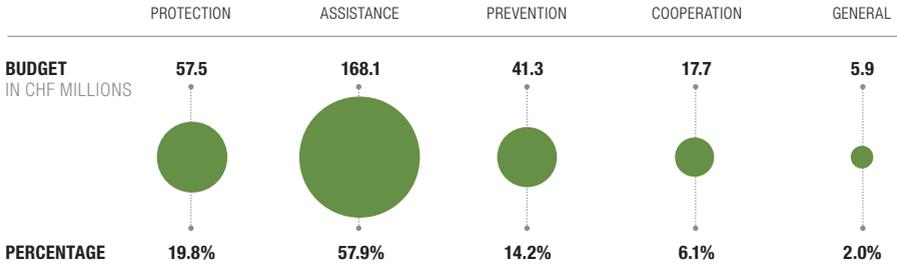


# ASIA AND THE PACIFIC

TOTAL 2019 BUDGET:  
KCHF 290,496



## BREAKDOWN BY PROGRAMME



## BREAKDOWN BY CONTEXT

AMOUNTS IN CHF MILLIONS

Afghanistan	77.3
Myanmar	62.8
Bangladesh	29.0
Philippines	21.0
Beijing (regional)	19.5
Pakistan	18.0
Bangkok (regional)	16.4
Suva (regional)	12.7
New Delhi (regional)	11.9
Sri Lanka	9.0
Kuala Lumpur (regional)	8.0
Jakarta (regional)	4.7

# KEY OPERATIONS



## PAKISTAN

Supporting the continuum of care for violence-affected people – including primary health and hospital care and physical rehabilitation – and promoting protection for these services



## MYANMAR AND BANGLADESH

Enabling people displaced by the violence in Rakhine to meet their immediate and longer-term needs and helping to address their protection concerns



## AFGHANISTAN

Enabling conflict-affected people to have access to essential services, and urging parties to the different conflicts to protect civilians and end abuses against them



## PAPUA NEW GUINEA

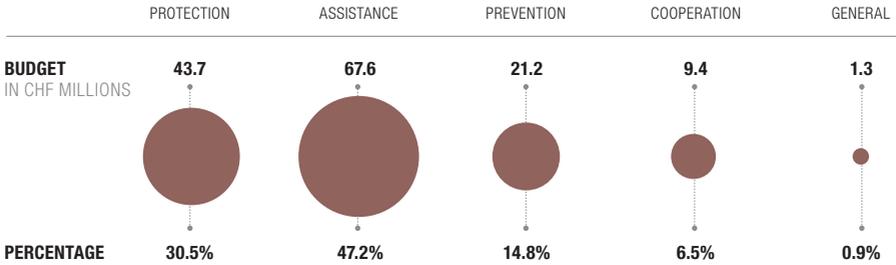
Promoting basic principles of humanity among parties to violence and assisting vulnerable communities, including victims of sexual violence

# EUROPE AND CENTRAL ASIA

TOTAL 2019 BUDGET:  
KCHF 143,204



## BREAKDOWN BY PROGRAMME



## BREAKDOWN BY CONTEXT

AMOUNTS IN CHF MILLIONS

Ukraine	69.4
Paris (regional)	12.9
Tashkent (regional)	11.4
Azerbaijan	11.1
Moscow (regional)	8.9
Georgia	7.8
Balkans (regional)	7.5
London	5.2
Armenia	4.7
Brussels	4.4

# KEY OPERATIONS



## UKRAINE

Helping ensure that vulnerable civilians near the line of contact are protected from the hostilities and have uninterrupted access to basic services; and supporting them in building their resilience to the effects of the conflict



## PARIS (REGIONAL)

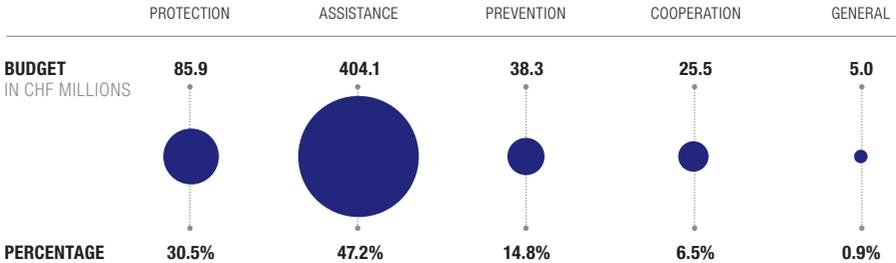
Supporting the authorities and National Societies to address the needs of vulnerable migrants and to clarify the fate of those missing; promoting support for IHL and humanitarian action

# NEAR AND MIDDLE EAST

TOTAL 2019 BUDGET:  
**KCHF 558,884**



## BREAKDOWN BY PROGRAMME



## BREAKDOWN BY CONTEXT

AMOUNTS IN CHF MILLIONS

Syrian Arab Republic	187.6
Iraq	127.4
Yemen	101.0
Israel and the Occupied Territories	52.2
Lebanon	46.7
Jordan	24.2
Kuwait (regional)	8.8
Egypt	5.6
Iran, Islamic Republic of	5.4

## KEY OPERATIONS



### SYRIA, JORDAN, LEBANON, IRAQ

Sustaining a regional and multidisciplinary response to the humanitarian consequences of the conflict in Syria: addressing protection concerns, providing livelihood support and relief assistance, and bolstering health-care and water-supply services



### IRAQ

Helping communities to strengthen their resilience to the effects of past and ongoing violence, and responding to protection-related needs



### ISRAEL AND THE OCCUPIED TERRITORIES

Urging compliance with IHL and helping alleviate the situation of people in the Gaza Strip, East Jerusalem and the West Bank



### YEMEN

Providing vital aid amid large-scale destruction, disruption of essential services and volatile security conditions



# COMPARATIVE DATA

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## ICRC BUDGETS 2018–2019

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## COMPARATIVE BREAKDOWN OF THE FIELD BUDGET

By programme

By geographical region

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## NOTABLE INCREASES/ DECREASES PER GEOGRAPHICAL REGION

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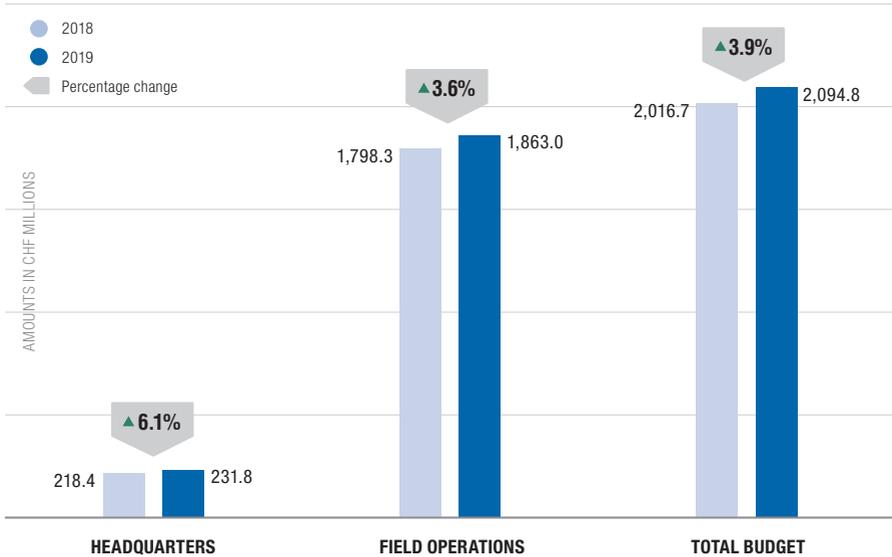
## EVOLUTION OF THE ICRC'S BUDGET 2015–2019

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## 15 LARGEST OPERATIONS

Evolution of budgets from 2015–2019

# ICRC BUDGETS 2018–2019



## Headquarters

The ICRC's budget of **CHF 231.8 million** for its headquarters activities in 2019 represents an increase of **CHF 13.4 million** over the initial headquarters budget for 2018.

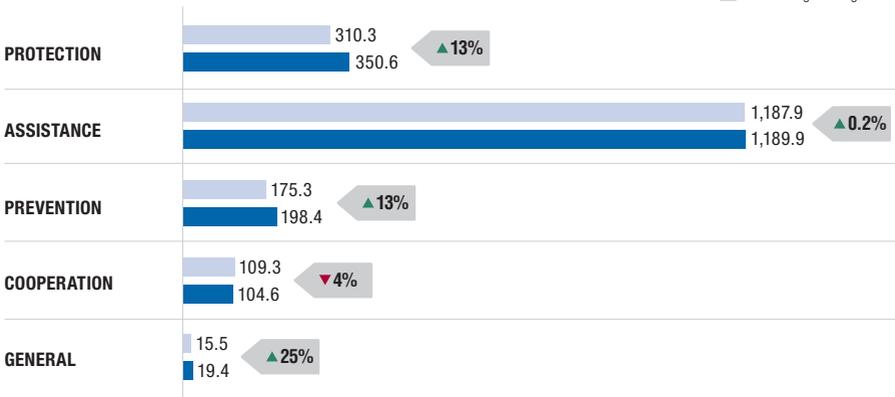
## Field operations

The ICRC's budget of **CHF 1,863.0 million** for its field operations in 2019 represents an increase of **CHF 64.7 million** over the initial field budget for 2018.

# COMPARATIVE BREAKDOWN OF THE FIELD BUDGET

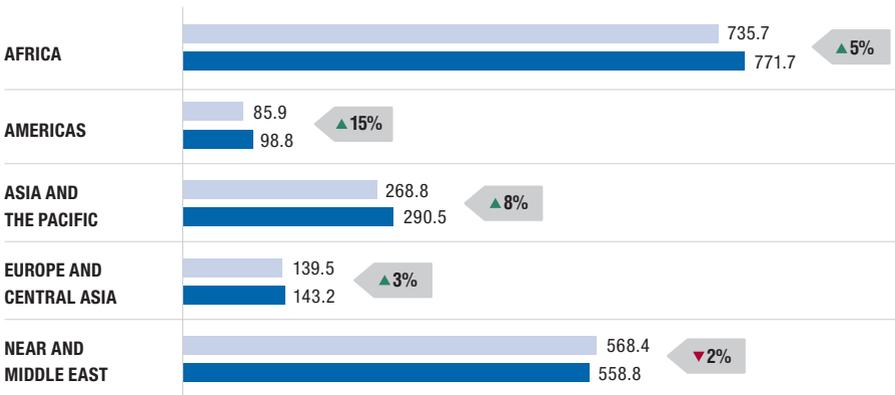
## BY PROGRAMME

● 2018  
 ● 2019  
 ◀ Percentage change



INITIAL BUDGETS (AMOUNTS IN CHF MILLIONS)

## BY GEOGRAPHICAL REGION



INITIAL BUDGETS (AMOUNTS IN CHF MILLIONS)

## NOTABLE INCREASES/DECREASES PER GEOGRAPHICAL REGION 2018–2019

### AFRICA

		%	IN CHF MILLIONS
Libya	▲	55%	23.6
Sudan	▲	29%	4.2
Ethiopia	▲	17%	3.1
Mali	▲	11%	5.2
Niger	▲	8%	3.0
South Sudan	▲	7%	9.1
Democratic Republic of the Congo	▲	6%	4.2
Somalia	▼	-20%	16.0
Eritrea	▼	-38%	1.7

### AMERICAS

		%	IN CHF MILLIONS
Panama City (regional)	▲	121%	1.6
Caracas (regional)	▲	52%	3.1
Colombia	▲	24%	6.5

### ASIA AND THE PACIFIC

		%	IN CHF MILLIONS
Bangladesh	▲	32%	7.1
Beijing (regional)	▲	30%	4.5
Philippines	▲	16%	2.9
Bangkok (regional)	▲	14%	2.1

### EUROPE AND CENTRAL ASIA

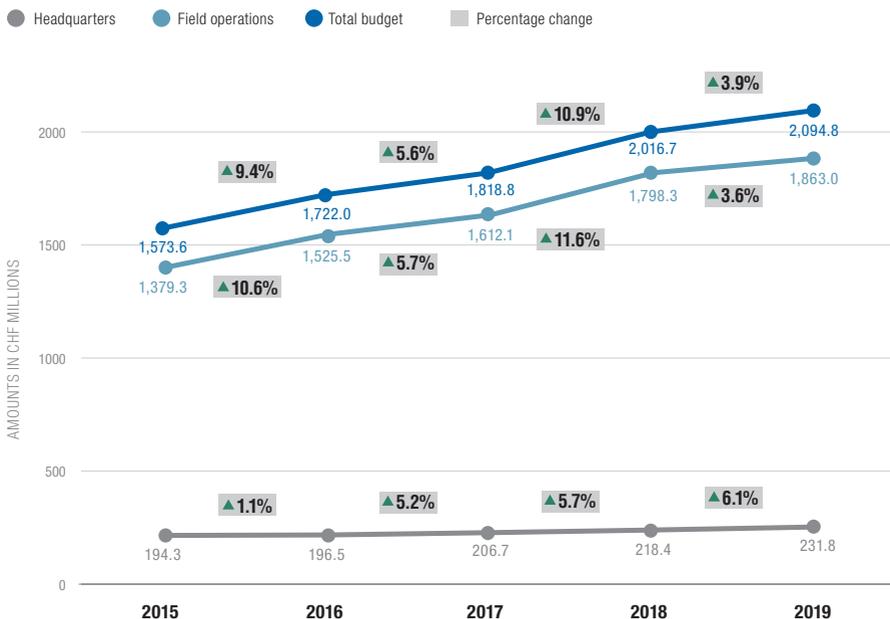
		%	IN CHF MILLIONS
Balkans (regional)	▲	22%	1.4
Paris (regional)	▲	15%	1.6
Ukraine	▲	5%	3.5
Moscow (regional)	▼	-33%	4.4

### NEAR AND MIDDLE EAST

		%	IN CHF MILLIONS
Israel and the Occupied Territories	▲	7%	3.4
Syrian Arab Republic	▲	6%	10.8
Iraq	▼	-3%	4.0
Jordan	▼	-14%	3.9
Yemen	▼	-16%	19.4

# EVOLUTION OF THE ICRC'S BUDGET 2015–2019<sup>1</sup>

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



The graph above shows the evolution of the ICRC's budget over the last five years.

The 3.6% increase in the field budget from 2018 to 2019 marks the lowest growth rate of the field budget since 2011. Although conflict and violence continue to cause immense suffering throughout the world, no new conflicts erupted in 2018; indeed, the ICRC issued fewer budget extension appeals in 2018 than in 2017 (three and twelve contexts, respectively). However, this does not necessarily signify a decrease in humanitarian needs, but rather a shift in the types of needs and the required response. Where the “big battles” have ended, and where protracted conflicts stretch on, the ICRC's assistance programmes are shifting away from emergency relief, which tends to incur higher

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

direct costs, to livelihood support and other resilience-building activities. This is the case in large operations such as Iraq, South Sudan and Syria. The ICRC is also gradually decreasing its assistance programmes and strengthening its protection programmes, which are less costly, in Iraq and Syria. Significant budget increases in certain contexts are also offset by the consolidation of operations in others, or a reduction in the ICRC's operational footprint owing to the deterioration of security conditions, notably in Somalia and Yemen.

Over the years, the headquarters budget has steadily increased to support the growth of field operations. The 6.1% increase in 2019 is consistent with past years and is partly due to investments in the new Institutional Strategy and in other institutional priorities, including digital transformation initiatives.

Despite the steady upward trajectory of its budget, the ICRC has managed to preserve the quality of its humanitarian programmes and to consistently demonstrate its ability to deliver on its objectives and plans of action: its average implementation rate for the past five reporting periods was 92%.<sup>2</sup>

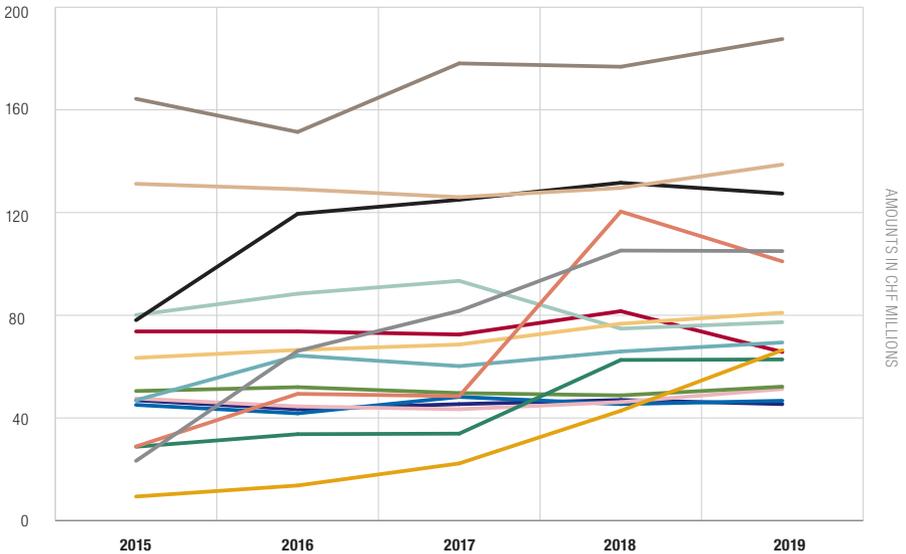
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2. Implementation rate = expenditure/budget x 100. Based on total year-end expenditure (field and headquarters) from 2013 to 2017.

# 15 LARGEST OPERATIONS

## EVOLUTION OF BUDGETS FROM 2015–2019<sup>3</sup>

AMOUNTS IN CHF MILLIONS



CONTEXT	2015	2016	2017	2018	2019
Syrian Arab Republic	164.2	151.4	178.1	176.8	187.6
South Sudan	131.2	129.1	126.0	129.6	138.7
Iraq	78.1	119.5	125.0	131.6	127.4
Nigeria	23.3	66.1	81.7	105.2	105.0
Yemen	28.8	49.4	48.5	120.4	101.0
Democratic Republic of the Congo	63.4	66.5	68.6	76.7	81.0
Afghanistan	80.1	88.4	93.4	74.8	77.3
Ukraine	46.9	64.3	60.2	65.9	69.4
Libya	9.4	13.7	22.3	42.8	66.4
Somalia	73.7	73.7	72.5	81.6	65.7
Myanmar	28.8	33.7	33.9	62.6	62.8
Israel and the Occupied Territories	50.5	52.0	49.7	48.8	52.2
Mali	47.6	44.5	43.4	46.2	51.3
Lebanon	45.1	41.8	48.2	45.4	46.7
Central African Republic	46.9	43.4	45.4	47.0	45.4

3. Based on the initial budgets published in the ICRC’s appeals.



# EARMARKING

## EARMARKING

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

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

LEVEL OF EARMARKING	RANGE/RESTRICTIONS
<b>None</b>	general ICRC; ICRC field or headquarters budget
<b>Region and/or Programme</b>	one of the five geographical regions: Africa, Americas, Asia and the Pacific, Europe and Central Asia, Near and Middle East one of the four programmes: Protection, Assistance, Prevention, Cooperation one of the four programmes for one of the five geographical regions
<b>Country</b>	one of the ICRC's field operations
<b>Tightly earmarked</b>	a specific programme or sub-programme within one context

The quality of funding is measured by the margin that the ICRC has in deciding how to allocate a donor's contribution. Flexible funding policies remain essential for the ICRC to meet needs effectively and in line with its principled approach to humanitarian action. Such policies correlate directly with the ICRC's ability to maintain its independence, frontload rapid-response operations, and adapt to constantly evolving situations and needs.

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





ICRC

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