

INTERNAL REGULATIONS OF THE INTERNATIONAL COMMITTEE OF THE RED CROSS

**ADOPTED ON 21 DECEMBER 2017, AND ENTERED INTO FORCE ON 1 JANUARY 2018;
AMENDED ON 31 JANUARY 2024 AND 5 FEBRUARY 2025**

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Internal Regulations of the International Committee of the Red Cross

*Adopted at the Assembly meeting on 21 December 2017 and entered into force on 1 January 2018;
and amended on 31 January 2024 and 5 February 2025*

CHAPTER I: INTRODUCTORY PROVISION

Article 1. Purpose

These Regulations are intended to ensure the implementation of the Statutes of the International Committee of the Red Cross (ICRC) and to regulate the activities of its governing bodies.

CHAPTER II: MEMBERS OF THE ICRC

Article 2. General principle

1. Every member of the ICRC (Member) must be conscious of the responsibilities which this function involves. Members undertake to serve and to defend the ICRC's interests and the cause and Fundamental Principles of the International Red Cross and Red Crescent Movement (the Movement) in all circumstances.
2. Members shall observe a Code of Conduct which they must sign at the beginning of their term.

Article 3. Voluntary character

1. Members shall carry out their functions on a voluntary basis and receive no remuneration. The President and Vice-President shall constitute exceptions to this rule.
2. Members shall be entitled to reimbursement of actual expenses in connection with their functions.
3. If Members are assigned a mandate by the President or the Assembly Council that exceeds the framework of their function, they shall be entitled to reasonable remuneration for such mandate.
4. The remuneration and the reimbursement procedures mentioned in paragraphs 1 to 3 of the present article shall be determined by the Recruitment and Remuneration Commission.

Article 4. Access to documents

1. During their term, Members shall have access at all times to all documents necessary for the exercise of their functions, in particular the records of the Assembly's meetings and those of the Assembly Council and the Directorate, as well as budgets, financial statements, and reports of governing bodies of the ICRC.
2. They shall also have access to all documents in the Archives, except for the personnel files of ICRC staff.

3. At the end of their term, Members shall return or destroy all working documents of a confidential nature of which they have kept copies. They are invited to place their personal documents in the ICRC Archives. Those who wish to have access to documents that are not part of the public collections and archives must submit a request to the President in this regard. Former Members shall, however, retain access to their personal documents.

Article 5. Participation in meetings

Members shall keep themselves informed about the ICRC's work so as to be able to participate actively in meetings. They shall take part in the meetings of ICRC governing bodies, commissions and/or thematic working groups of which they are members, except in case of major impediments.

Article 6. Conflict of interest

1. A conflict of interest exists when a Member has a private, financial or professional interest which may influence or be perceived as influencing their behaviour or decision-making within the framework of their functions as a Member. Such interests can arise from personal relationships, financial implication, or public or private engagements on the part of a Member or one of their close relations.
2. Members are obliged to declare any current or potential conflict of interest in writing to the Risk and Audit Commission and to specify the nature of such a conflict as soon as they become aware that it exists, consider it likely to arise, or believe that a particular situation could be perceived as such. In the event of a conflict of interest, the Risk and Audit Commission shall be responsible for deciding on the appropriate steps to take and, in particular, for determining the Member's level of participation in discussions and decisions concerning the subject on which there is a conflict of interest.
3. Members shall complete a form each year in which they shall declare their public and private interests and engagements outside the ICRC.

Article 7. Resignation

1. Any Member wishing to resign their functions shall submit a signed letter stating the effective ending date of their mandate to the President. In the absence of such stipulation, the Member's mandate shall end on the date their letter is received by the President.
2. Before taking note of such a resignation, the Assembly may request the resigning Member to express their views.

Article 8. Expulsion

1. The Assembly may expel a Member on just and proper grounds. In particular, violation of the Code of Conduct shall be considered just and proper grounds for expulsion.
2. Any complaint or allegation regarding a Member's violation of the Code of Conduct shall be addressed to the President or the Vice-President. S/he shall bring the matter before the Assembly if s/he considers that the situation requires the Assembly to take a decision.
3. Subject to any conflict of interest, the chairs of the Recruitment and Remuneration Commission and the Risk and Audit Commission shall jointly handle any complaint against a Member of the Assembly, member of the Directorate, the head of Internal Audit, or the Secretary-General to the Assembly in connection with the Code of Conduct or other rules to which they are subject. In doing so, they may call on internal or external expertise or advice. The handling of complaints shall respect the principles

of procedural equity and confidentiality, and a victims/survivors-centred approach. They may bring the matter before the Assembly if they consider that it requires a decision from the Assembly.

4. Situations of incompatibility (Article 6 of the Code of Conduct) shall in any case be submitted to the Assembly, which shall decide whether an activity, function, participation, or situation is incompatible with the functions of a Member. If circumstances permit and it so deems appropriate, the Assembly can place the Member on temporary leave until such time as the situation creating the incompatibility has been cleared.
5. Before any decision is taken, the Member concerned has the right to be heard, i.e. the right to be informed of the pertinent facts and to put forward their views in person or in writing.
6. Until the Assembly decides on a proposal for expulsion, the President can temporarily suspend the Member concerned and deprive them of all or part of the rights, prerogatives and functions deriving from their status as a Member.
7. Expulsion of a Member requires a two-thirds majority of the votes cast.

Article 9. Honorary members

1. The Assembly may designate former Members as honorary Members.
2. Honorary Members shall be invited to exchanges with the Presidency on current operations and strategic questions at least once a year, on the sidelines of the Assembly's last meeting of the year.
3. They shall receive regular updates on the ICRC's current operations and institutional affairs.

CHAPTER III: GOVERNING BODIES

Article 10. ICRC governing bodies

The governing bodies of the ICRC are:

- a) the Assembly;
- b) the Assembly Council;
- c) the Presidency;
- d) the Directorate;
- e) the Internal Audit;
- f) the Data Protection Independent Control Commission (Data Protection Commission).

SECTION 1: ASSEMBLY

Article 11. Definition

The Assembly is the ICRC's supreme governing body. It exercises oversight of the institution and ensures that it carries out its mission. It defines the ICRC's institutional strategy, adopts its doctrine, and approves the budget and accounts.

Article 12. Composition

The Assembly shall comprise between 15 and 25 Members. It shall be collegial in character.

Article 13. Competence and responsibilities

The Assembly has the following inalienable responsibilities:

1. To decide on the admission and expulsion of its Members.
2. To define the framework for cooperation and relations with the components of the Movement.
3. To recognize any new National Society fulfilling the conditions for recognition as defined in the Statutes of the Movement.
4. To adopt:
 - a) the ICRC's Statutes and Internal Regulations;
 - b) the institutional strategy;
 - c) the ICRC's doctrine;
 - d) the general orientations for the development of international humanitarian law;
 - e) the annual objectives and budget;
 - f) the audited financial statements.
5. To elect:
 - a) the Members of the ICRC;
 - b) the President, Vice-President and, where applicable, a second Vice-President;
 - c) the members of the Assembly Council;
 - d) the members of the permanent commissions;
 - e) the members of the Data Protection Commission.
6. To appoint:
 - a) honorary Members;
 - b) the Director-General, on proposal by the President;
 - c) the Chief Financial Officer, on proposal by the President after consulting the Director-General;
 - d) the members of the Directorate, on proposal by the Director-General after consulting the President;
 - e) the head of Internal Audit, on proposal by the Risk and Audit Commission;
 - f) the Secretary-General to the Assembly, on proposal by the President;
 - g) Members to be members of foundations, commissions other than the permanent commissions (see Articles 13.5(d) and 17 ff.) or other bodies connected with the ICRC by statutes or other rules;
 - h) the external audit firm, on proposal by the Risk and Audit Commission;
 - i) the two outside experts of the Data Protection Commission, one of whom to chair it.

Article 14. Election of Members and consecutive terms

Article 14.1. Recruitment of members

The Assembly shall ensure the periodic renewal of its Members and that it comprises the skills necessary to carry out its tasks. It shall delegate recruitment planning to the Recruitment and Remuneration Commission.

Article 14.2. Initial ballot

1. When proposals for the recruitment of new Members are referred to the Assembly, it shall engage in an initial exchange of views.
2. If the Assembly wants further information, the Recruitment and Remuneration Commission shall undertake further investigation and report back to the Assembly at a later meeting.
3. When the Assembly has sufficient information, it shall – using the procedure set out in Article 14.3, and by a majority of votes cast – designate the names retained for election.
4. Throughout the process leading up to the election of a new Member, the members of the Recruitment and Remuneration Committee and all other Members shall ensure that the identity and personal details of the potential candidates are kept confidential.

Article 14.3. Main ballot

1. The vote is held during a meeting, by ballot or electronically. Voting secrecy shall be maintained.
2. Members who are unable to vote during the meeting are entitled to vote by correspondence. An absent Member's vote shall be not counted if it has not been received by the Secretariat of the Assembly before the meeting.
3. To be elected, a candidate must obtain at least two-thirds of the votes cast and be approved by a majority of all Members.
4. A candidate who has not obtained the requisite majority may subsequently be renominated for a later election. The election has no effect unless accepted by the person elected.
5. Every returned ballot and vote cast electronically shall count as a vote cast.
6. Two Members designated by the Assembly as scrutineers shall communicate the result of the vote in writing to the chair of the meeting and shall destroy the ballots.

Article 14.4. Duration of mandates

1. The President and the newly elected Member shall agree on the date for the Member to take up their function.
2. Members shall be limited to three consecutive four-year mandates. The last mandate shall finish on 31 December of the last year of that mandate.
3. Balloting for re-election shall be conducted in accordance with Article 14.3. The Member standing for re-election shall not take part in the vote.
4. A Member's term may end as a result of their failure to be re-elected, their resignation – which they may submit at any time – or their expulsion by the Assembly on just and proper grounds.
5. The age limit is 72 years. The term of Members reaching the age of 72 concludes at the end of their current mandate in course.

Article 15. Functioning**Article 15.1. Language**

The Assembly's usual language is French. English may also be used in Assembly meetings.

Article 15.2. Frequency of meetings

1. In principle, the Assembly shall have six ordinary meetings per year. The meetings may be held in person or virtually, based on the instructions given by the President.
2. An extraordinary meeting may be held if the President, the Vice-President or at least three Members so request.
3. At regular intervals, but at least twice per year, the Members shall meet in the absence of the Presidency. The chair of the Recruitment and Remuneration Commission shall preside over these meetings.

Article 15.3. Presence of non-members

1. The Director-General shall attend Assembly meetings. If s/he is unable to be present, his or her substitute (*suppléant(e)* in French) may attend the meetings. Directors shall be invited depending on the agenda.
2. The head of Internal Audit may attend Assembly meetings.
3. Other persons may be invited to Assembly meetings by the President, either to contribute to the deliberations or for their own information.

Article 15.4. Closed meetings

1. Closed meetings are held without the presence of the Administration and Internal Audit. However, people other than Members may be invited.
2. Except in an emergency, a closed meeting shall be scheduled and placed on the agenda of an open meeting.
3. The names of the persons participating in a closed meeting and the subjects to be discussed shall be included in the agenda.
4. A meeting may also be held in closed format at the request of a Member.
5. Unless the President decides otherwise, the Secretariat of the Assembly shall prepare the record of the meeting.
6. Access to the record by persons other than Members shall be subject to the President's authorization.
7. The record shall be approved at a subsequent closed meeting.
8. After a closed meeting, the President shall inform the Director-General and the head of Internal Audit of the decisions taken.
9. The formal decisions taken at a closed meeting shall be communicated to any person involved in their implementation.

Article 15.5. Agenda

1. The Assembly shall vote on any change in the agenda before its final adoption.
2. Any point of order shall be put to immediate vote.

Article 15.6. Decisions

1. A quorum shall be established by a majority of all Members.
2. The Assembly shall make every reasonable effort to take decisions by consensus. If a consensus cannot be achieved, decisions shall be taken by a simple majority of the Members present and voting, unless the present Regulations provide otherwise. Where the number of votes is equal, the President shall cast the deciding vote.

3. Voting shall be by a show of hands, unless a secret ballot is required by the present Regulations or requested by a Member.
4. The Secretary-General to the Assembly, in coordination with the Director-General, shall assure the follow up of the Assembly's decisions.

Article 15.7. Record

1. The record of the meeting shall be prepared by the Secretariat of the Assembly.
2. The record shall clearly mention the wording of the decisions taken and the follow-up requested.
3. The record shall be communicated to all Members and submitted to the Assembly for its approval at the beginning of the next meeting.
4. When a Member wants one or more of their statements to be attributed to them by name in the record, they must make this known during the meeting.
5. The record shall be proof of the decisions taken at a meeting.

Article 16. Assessment of the Assembly

Every two years, the Assembly and the commissions shall undergo self-assessment by their members. The latter shall assess their own performance and the functioning of the ICRC's governance and commissions by identifying improvements that could be made. The services of external specialists may be called upon as part of these assessments.

Article 17. Assembly commissions

1. The Assembly's permanent commissions are:
 - a) the Recruitment and Remuneration Commission; and
 - b) the Risk and Audit Commission.
2. They shall be composed solely of Members, who cannot, in principle, be a member of more than one commission.
3. The commissions shall report to the Assembly on their work, in writing, at least once a year.
4. The Assembly may establish such other commissions as it considers useful.

Article 18. Recruitment and Remuneration Commission

Article 18.1. Composition

1. The Recruitment and Remuneration Commission shall comprise between five and seven Members. The Commission meets as and when necessary and shall be convened by its chair.
2. When a post becomes vacant, eligible Members interested shall so inform the chair, who may also approach a Member. The chair shall submit the candidatures to the Assembly.
3. The Assembly shall elect the Commission's members and chair by secret ballot. Candidates must be elected by a simple majority of all Members. The chair of the Commission and the newly elected Commission member shall agree on the date for the member to take up their function.
4. There shall be a separate election and re-election for each member of the Commission, in accordance with the procedure set out in Article 14.3 and 14.4(3).

Article 18.2. Competence and responsibilities

1. The Recruitment and Remuneration Commission's responsibilities are to consider at all times the recruitment of new members; with the Assembly's consent it determines the selection criteria and ensures a good distribution of the areas of expertise useful to the ICRC. The Commission shall identify and propose potential candidates to the Assembly and manage the succession plan for the members. Members are invited to propose new members to the Commission.
2. The Commission shall be responsible for the integration of new Members.
3. The Commission shall determine the remuneration allocated to the President and Vice-President of the ICRC, the members of the Directorate, the head of Internal Audit, the Director-General, the Chief Financial Officer and the Secretary-General to the Assembly.
4. It shall determine the allowances granted to Members in carrying out their functions and the compensation awarded to Members within the framework of a special mandate, in particular when they act as special envoys.
5. It shall determine the allowances granted to the chair of the Data Protection Commission.
6. The chair of the Commission shall conduct the evaluation of the President, the Vice-President and, where applicable, the second Vice-President at the end of their term. A first feedback is given at the mid-point. The chair of the Commission shall be assisted by at least two other members of the Commission or of the Assembly. The results shall be presented to the Assembly.
7. The chair of the Commission initiates and sets up the process to recruit a candidate to the post of President of the ICRC. The chair of the Commission shall be a member of the selection committee. The process is submitted to the Assembly for approval.
8. In consultation with the President, the chair of the Commission initiates and sets up the process to recruit a candidate to the post of Vice-President of the ICRC. The chair of the Commission shall be a member of the selection committee.

Article 19. Risk and Audit Commission

Article 19.1. Composition

1. The Risk and Audit Commission shall comprise between four and six Members who shall not be members of the Assembly Council.
2. When a post becomes vacant, eligible Members interested shall so inform the chair, who may also approach a Member. The chair shall submit the candidatures to the Assembly.
3. The Assembly shall elect the Commission's members and chair. Voting shall be in accordance with the procedure set out in Article 14.3, except paragraph 14.3.3. Candidates must be elected by a simple majority of all Members. The chair of the Commission and the newly elected Commission member shall agree on the date for them to take up their function.
4. There shall be a separate election and re-election for each member of the Commission, in accordance with the procedure set out in Article 14.3 and 14.4(3).
5. The Secretary-General to the Assembly shall be responsible for the secretariat of the Commission.
6. In principle, the Commission shall have six meetings per year, but it may also meet at other times as and when necessary. It shall be convened by its chair.

Article 19.2. Competence and responsibilities

1. The Commission is charged with assisting and advising the Assembly in its oversight of the institution.
2. It shall draw up the list of responsibilities and tasks and the annual contract of the external audit firm and submit them to the Assembly for approval.
3. In consultation with the Presidency and Director-General, the Commission shall set the annual objectives of the head of Internal Audit, assess his/her performance each year and inform the Assembly of the results of the assessment.
4. Through its chair, the Commission gives its opinion on the annual objectives and assessment of the Chief Financial Officer.
5. It shall ensure that the ICRC's objectives are implemented with the required effectiveness, financial integrity and economy, and that risks are managed efficiently.
6. Accordingly, it oversees adherence to the internal control systems and the Code of Conduct and promotes strict standards in terms of ethics, responsibility and risk management.
7. It shall decide what steps to take when a Member has a conflict of interest.
8. As part of its work, the Commission may entrust specific tasks to the Internal Audit and to the external audit firm. It shall oversee their reports and ensure that they are followed up.
9. It gives regular updates to the Assembly on its progress and alerts the Assembly without delay of any worrying discovery, particularly of any risk likely to compromise the mission or goals of the ICRC.

Article 20. Assembly working groups

1. The Assembly may entrust an ad hoc mandate to a working group and designate its chair. Each group shall draw up a list of responsibilities and tasks within the scope of its mandate and inform the President of them.
2. The function of working groups is to guide the Administration and/or to prepare discussions of the Assembly as foreseen on its agenda by calling on Members' specific areas of expertise.
3. The working groups shall be composed of Members. The Administration, Internal Audit, and persons from outside the institution may be invited to their meetings.
4. The working groups shall have no decision-making power, but shall make recommendations to the Assembly and other governing bodies of the ICRC.
5. The members of a working group shall be appointed by the Assembly based on the interest they have expressed in being a member.

SECTION 2: ASSEMBLY COUNCIL

Article 21. Definition

The Assembly Council is a subsidiary body of the Assembly. It ensures the smooth functioning of the institution as a whole. It focuses particularly on management of human resources, security and finances, and assists the Assembly in its tasks. To that end, the Assembly Council communicates regularly with the Directorate.

Article 22. Composition

1. The Assembly Council shall be composed of five to seven Members, including the President and Vice-President.
2. In cases where the President and Vice-President are unable to attend, the Assembly Council shall designate one of its members to chair its meetings.

Article 23. Election and consecutive terms of office

1. In addition to the President and Vice-President, who are automatically members of the Assembly Council, the other members of the Assembly Council shall be elected by the Assembly for a four-year period or until the end of their mandate as Members.
2. Members of the Assembly Council may not also be members of the Risk and Audit Commission.
3. When a post becomes vacant, eligible Members interested shall so inform the President, who may also approach a Member. The president shall submit the candidatures to the Assembly and express his or her opinion before the election.
4. There shall be a separate election and re-election for each member of the Assembly Council, in accordance with the procedure set out in Article 14.3 and 14.4(3).
5. The President and the member elected shall agree on the date when they will take up their function.

Article 24. Competence and responsibilities

1. The Assembly Council shall prepare the discussions on subjects that come before the Assembly.
2. It shall approve budget extensions, including significant changes in the objectives of an operation.
3. It shall follow up on and monitor the implementation of the strategic objectives and major institutional projects.
4. It shall prepare the Assembly's discussions on financial management, in particular:
 - a) changes in the financial reserves with a view to obtaining the Assembly's approval of the financial statements;
 - b) the financial statements of the funds and foundations connected with the ICRC;
 - c) the budgets.
5. It shall approve all changes in the number of Directorate departments.
6. The Council shall take part in identifying persons likely to occupy posts as directors or Director-General.
7. It shall appoint the Directorate's substitutes (*suppléant(e)s* in French), on proposal by the Directorate.
8. The President, together with the Assembly Council, shall set the annual objectives of the Director-General and the Secretary-General to the Assembly, assess their performance each year and inform the Assembly of the results of the assessments.
9. The President, together with the Assembly Council and in consultation with the chair of the Risk and Audit Commission and the Director-General, shall set the annual objectives of the Chief Financial Officer, assess his/her performance each year and inform the Assembly of the result of the assessment.

10. The Assembly Council shall work closely with the Risk and Audit Commission concerning the ICRC's financial statements and annual budget.
11. In situations requiring an urgent decision, the Assembly Council may carry out any of the Assembly's responsibilities. Any decision taken on this basis must be confirmed subsequently by the Assembly.

Article 25. Functioning

Article 25.1 Frequency of meetings

1. In principle, the Assembly Council shall hold ordinary meetings once a month.
2. In an emergency, the President may convene an extraordinary meeting.

Article 25.2 Presence of non-members of the Assembly Council

1. The Director-General shall attend Assembly Council meetings. If s/he is unable to attend, his or her substitute (*suppléant(e)* in French) may attend. Directors shall also be invited depending on the agenda.
2. The head of Internal Audit may attend Assembly Council meetings.
3. Other persons may be invited to meetings by the President, either to contribute to the deliberations or for their own information.

Article 25.3. Closed meetings

Article 15.4 applies *mutatis mutandis* to the Assembly Council.

Article 25.4. Agenda

Article 15.5 applies *mutatis mutandis* to the Assembly Council.

Article 25.5. Decisions

1. Article 15.6 applies *mutatis mutandis* to the Assembly Council.
2. The Assembly Council may take decisions by teleconference, email, circular or by any other means of communication it considers appropriate.

Article 25.6. Record

Article 15.7 applies *mutatis mutandis* to the Assembly Council.

SECTION 3: PRESIDENCY

Article 26. Composition

1. The Presidency is made up of the President, Vice-President and, where applicable, a second Vice-President.
2. The Presidency shall have a budget approved by the Assembly to enable the functioning of an office including the Secretariat of the Assembly.

Article 27. President's competence and responsibilities

1. The President represents the ICRC and assumes primary responsibility for its external relations.

2. As chair of the Assembly and the Assembly Council, the President assures the competence of these two bodies and closely monitors the management of the institution.
3. The President is responsible for the process of developing the institutional strategy and proposes the institutional strategy to the Assembly.
4. If s/he considers useful, the President shall attend all meetings of ICRC governing bodies, except for the Internal Audit. S/he may also attend meetings of the permanent commissions and working groups.
5. With the exception of the responsibilities and duties related to the Presidency, the President may not serve on a governing body of any other institution or organization, and may not have any other professional activity or official role.

Article 28. Vice-presidents' roles

1. The Vice-President and, where applicable, a second Vice-President, assist the President in carrying out his or her tasks.
2. The Vice-President shall substitute for the President when the President is absent or unable to carry out his or her duties, and when the President so requests.

Article 29. Election and consecutive terms

1. The President, Vice-President and second Vice-President shall be elected by the Assembly for a four-year term. They may serve for no more than three four-year terms.
2. If the person elected is already a Member, their term as Member shall not affect their term as President or Vice-President, as set out in the preceding paragraph. However, if they remain a Member after their term in the Presidency ends, that term shall be taken into account.
3. The candidates shall not vote in the election.
4. There shall be a separate election for the President and each Vice-President.
5. The Assembly shall elect the President, Vice-President and other Vice-Presidents in accordance with the procedure set out in Article 14.3.

Article 30. Special envoy's mandate and other mandates

The President may appoint a Member to represent him or her for specific missions, or for a specific duration as special envoy, or entrust them with any other mandate.

SECTION 4: DIRECTORATE

Article 31. Definition

The Directorate is the ICRC's executive body. It directs the Administration, which comprises all ICRC staff, except for Internal Audit and the office of the President including the Secretariat of the Assembly. It is responsible for running the Administration and ensuring the ICRC's operational effectiveness.

Article 32. Composition

1. The Directorate shall comprise the Director-General and between three and seven directors.

2. If a member of the Directorate is absent, they shall be represented by their substitute (*suppléant(e)* in French).

Article 33. Appointment and consecutive terms of office

1. The Director-General is appointed by the Assembly, on proposal by the President.
2. The Chief Financial Officer is appointed by the Assembly, on proposal by the President after consulting with the Director-General.
3. The directors are appointed by the Assembly, on proposal by the Director-General in consultation with the President.
4. The Director-General, the Chief Financial Officer and the directors are each appointed for a four-year term. The mandate may be renewed once.
5. The candidate must be appointed by a simple majority of all Members. Voting shall be in accordance with the procedure set out in Article 14.3, except paragraph 14.3.3. A person who has not obtained the requisite majority may subsequently be renominated for a later election. The election has no effect unless accepted by the person elected.

Article 34. Competence and responsibilities

Article 34.1. Director-General's competence and responsibilities

1. The Director-General shall chair the Directorate and be responsible to the Assembly for its activities.
2. The Director-General shall coordinate the work of the Administration.
3. The Director-General shall serve as the main interlocutor of the President on issues and questions relating to the management of the organization.

Article 34.2. Competence and responsibilities of the Directorate

1. The Directorate shall ensure the implementation of the institutional strategy, the annual objectives, and the decisions adopted by the Assembly and the Assembly Council, and the recommendations of the Internal Audit. It shall report regularly to these bodies on its activities.
2. It is responsible for the effective management of the ICRC, in particular by:
 - a) deciding on the structures and methods to be used to organize the Administration;
 - b) setting the objectives for subordinate structures;
 - c) implementing human resources policies and strategies;
 - d) ensuring the preparation of guidelines for the sound management of human resources;
 - e) ensuring the optimal management of financial resources and drawing up the financial statements each year;
 - f) implementing an internal control system.
3. It shall prepare and submit the ICRC's annual objectives for approval by the Assembly.
4. It shall appoint:
 - a) the employer's representatives on the joint commissions;
 - b) the heads of delegations, in consultation with the President;
 - c) the chief ombudsman, on proposal by the joint selection committee;
 - d) the managers reporting directly to the directors

Article 34.3 Competence and responsibilities of the Chief Financial Officer

1. The Chief Financial Officer is responsible for the financial planning, budget process, treasury, and financial management and reporting of the organization.
2. S/he oversees the management of financial risks, including internal controls.
3. S/he is the main interlocutor of the Assembly and the President on issues and questions relating to the finances of the organisation.
4. S/he shall prepare and submit:
 - a) the ICRC's annual budget for approval by the Assembly;
 - b) budget extensions for approval by the Assembly Council.

Article 35. Functioning

Article 35.1. Frequency of meetings

The Directorate shall meet as often as required and hold regular meetings.

Article 35.2. Presence of non-members

1. The Director-General, the directors, their substitutes (*suppléant(e)s* in French) and the secretary of the Directorate shall attend Directorate meetings.
2. The head of Internal Audit may attend Directorate meetings.
3. The Directorate may invite to a meeting any staff member whose presence is considered useful for the deliberation of points on the agenda.

Article 35.3. Closed meetings

Article 15.4 applies *mutatis mutandis* to the Directorate.

Article 35.4 Agenda

Article 15.5 applies *mutatis mutandis* to the Directorate.

Article 35.5. Decisions

1. Article 15.6 applies *mutatis mutandis* to the Directorate.
2. The Directorate may take decisions by teleconference, email, circular or by any other means of communication it considers appropriate.

Article 35.6. Record

Article 15.7 applies *mutatis mutandis* to the Directorate.

Article 36. Assessment of the Directorate

1. The President, together with the Assembly Council, shall assess the Director-General's performance each year. After a direct discussion with the person concerned, the President shall inform the Assembly of the results of the assessment.
2. The President, together with the Assembly Council and in consultation with the chair of the Risk and Audit Commission and the Director-General, shall assess the performance of the Chief Financial Officer each year. After a direct discussion with the person concerned, the President shall inform the Assembly of the results of the assessment.

3. The Director-General shall assess the directors' performance each year. After a discussion with the persons concerned, the Director-General shall inform the President and the Assembly of the results of the assessment.

Article 37. Ombuds office

1. This office is headed by the chief ombuds officer. It is made up of ombuds officers whose responsibilities are distributed by geographical areas, and of supporting ombuds officers based in the delegations and at headquarters.
2. The office's mandate requires it to anticipate and resolve disputes between staff members arising in the course of their work, by offering mediation to the staff concerned and promoting practical solutions. All ICRC staff members benefit from its services. The independence, impartiality, informal character and confidentiality of its work are guaranteed.
3. Cases may be referred to the ombuds officer by the persons concerned or their hierarchical superiors. The office may also act on its own initiative.
4. The ombuds office conducts informal reviews at all hierarchical levels and shares its observations with the Directorate.
5. The chief ombuds officer is appointed by the Director-General on proposal by a joint selection committee composed of representatives of the Administration and of the Staff Association Committee (COMAP).
6. The chief ombuds officer shall present a report to the joint commission and to the Assembly Council once per year.

SECTION 5: INTERNAL AUDIT

Article 38. Definition

1. The Internal Audit is an internal control body which assesses, independently of the Administration, the extent to which the institution is in control of its activities.
2. The Internal Audit is one of the components of the system of internal control, which is implemented at three levels, namely by:
 - a) the Assembly, assisted by the Risk and Audit Commission, which is ultimately responsible for internal oversight;
 - b) the Directorate, which assumes internal control; and
 - c) the Internal Audit.

Article 39. Composition

1. The Internal Audit is composed of the head of Internal Audit and his or her team.
2. The Internal Audit shall have a budget approved by the Assembly in order to constitute its team and implement its annual audit plan.

Article 40. Appointment and consecutive terms

1. The Assembly shall appoint the head of Internal Audit on proposal by the Risk and Audit Commission.
2. The head of Internal Audit shall be appointed for a four-year term. The mandate may be renewed once.

Article 41. Competence and responsibilities

1. The Internal Audit shall assess the adequacy of risk management, control and monitoring, the goal being reasonable confidence that these processes enable the institution to achieve its objectives in an effective manner. It shall report directly to the Assembly.
2. The Internal Audit's work covers the entire institution. The head of Internal Audit shall determine freely and independently the scope of their auditing work.
3. The head of Internal Audit shall submit an annual audit plan to the Assembly. S/he shall be responsible for implementing the plan as approved by the Assembly.
4. The head of Internal Audit may submit to the Assembly, to the Assembly Council or to the President any proposal likely to improve the functioning of the institution.
5. By means of a systematic, methodical approach, the Internal Audit shall see that:
 - a) the objectives are fixed and risks associated with those objectives are identified and managed effectively;
 - b) the resources of the institution are acquired in an economical manner, used efficiently, and afforded adequate protection;
 - c) consideration is given to security, both for persons and for material objects;
 - d) operational and financial information is relevant and reliable and is communicated transparently both inside and outside the ICRC.
6. The Internal Audit shall support in:
 - a) furnishing the Directorate with advice and recommendations;
 - b) carrying out the specific tasks assigned to it by the Assembly, the Risk and Audit Commission, the Assembly Council and the President.
7. The head of Internal Audit or his or her deputy shall:
 - a) have the possibility to attend any ordinary meeting of the Assembly, Assembly Council, Directorate and working groups;
 - b) have unlimited access to any ICRC post, person, correspondence, file or object, without requesting prior permission.
8. The head of Internal Audit shall report to:
 - a) the bodies which have assigned tasks to him or her, and in all cases to the ICRC President, with whom s/he shall maintain a regular dialogue;
 - b) the Assembly, at least once a year, on the general conduct of his or her mandate;
 - c) the Risk and Audit Commission on developments arising from his or her reports, studies and notes.

Article 42. Assessment

The chair of the Risk and Audit Commission and the President shall assess the performance of the head of Internal Audit each year. This shall be a retrospective assessment, while also helping to define the goals for the following year. After a direct discussion with the person concerned, they shall inform the Assembly of the results of the assessment.

SECTION 6: DATA PROTECTION INDEPENDENT CONTROL COMMISSION

Article 43. Definition

The Data Protection Independent Control Commission (Data Protection Commission) is the ICRC body responsible for checking, independently of the other bodies and the Administration, that the ICRC's processing of personal data complies with its internal rules on data protection and other applicable rules, and for ruling on the rights of individuals when their cases or other data-protection cases are referred to it.

Article 44. Composition

The Data Protection Commission is composed of three to five members as follows:

- a) three Members of the Assembly
- b) two data-protection experts from outside the ICRC, one of whom chairs the Commission.

Article 45. Election, appointment and consecutive terms of members of the Data Protection Commission

1. The Assembly shall elect three Members of the Assembly to the Data Protection Commission.
2. There shall be a separate election and re-election for each member of the Commission. The election of the members of the Commission shall be done by a simple majority of all Members of the Assembly. Voting shall be in accordance with the procedure set out in Article 14.3, except paragraph 14.3.3.
3. Members of the Data Protection Commission are not eligible to be members of the Risk and Audit Commission.
4. The Assembly shall appoint the two outside experts and designate one of them to chair the Commission based on the proposals of the members of the Commission from the Assembly.
5. The members of the Commission shall be elected and the outside experts appointed for a four-year term, renewable once or, for the Members, until the end of their term as Members of the ICRC.

Article 46. Competence and responsibilities

1. The Data Protection Commission shall carry out the tasks set out in the ICRC's internal rules on data protection, namely:
 - a) ruling on individual cases referred to it;
 - b) coming up with recommendations on its own initiative on the basis of the individual cases it handles or matters referred to it;
 - c) coming up with recommendations on any matter on which its views are sought.
2. The Data Protection Commission shall have free and unrestricted access to all information and documents, and all information-processing systems, irrespective of the processing location, type or medium.
3. Individuals and entities consulted by the Commission are obliged to collaborate with it in the discharge of its duties.
4. The Commission's decisions about individual cases shall be binding for the ICRC.

Article 47. Budget and resources

The Data Protection Commission shall have the budget and resources to operate independently.

Article 48. Functioning and procedures

The Data Protection Commission shall determine its own rules for its functioning and procedures, in accordance with these Internal Regulations.

Article 49. Assessment and report

1. Once a year, the Data Protection Commission shall carry out a self-assessment of its activities, analysing in particular:
 - a) its organization and working methods;
 - b) the resources available for it to carry out its mandate;
 - c) the degree of cooperation between its members;
 - d) synergies with other bodies.
2. The Data Protection Commission shall present a summary of its self-assessment in a chapter of its annual report, which it shall submit to the Assembly.
3. The Commission shall produce an annual activity report. It shall submit the report to the Assembly, accompanied by any comments from the Directorate, and make it available to the Data Protection Office for information purposes.

SECTION 7: EXTERNAL AUDIT**Article 50. External audit firm**

1. An audit firm with a good reputation shall make an annual audit of the ICRC's financial statements and issue an opinion on the internal control system, in accordance with the pertinent stipulations of the Swiss Code of Obligations.
2. The audit firm shall be appointed annually by the Assembly on proposal by the Risk and Audit Commission.
3. The pertinent provisions of the Swiss Code of Obligations concerning the external auditors of a company limited by shares apply by analogy.

Chapter IV: FINAL PROVISIONS

Article 51. Amendment of the Internal Regulations

1. The Assembly may amend the present Regulations at any time. Any amendment shall be placed on the agenda for discussion.
2. Any changes to the Internal Regulations require a two-thirds majority of all Members.

Article 52. Entry into force

The present Internal Regulations, adopted on 21 December 2017, replace the Internal Regulations of the International Committee of the Red Cross of 2 May 1991. They supersede the previous amended versions of the Regulations (i.e. those of 20 July 1998,

8 May 2003, 9 December 2004, 16 November 2006, 18 December 2014 and 19 November 2015), and entered into force on 1 January 2018. They were amended on 31 January 2024 and 5 February 2025.

This English version of the ICRC's Internal Regulations is a translation of the French original. The French remains the authentic text.