

OVERVIEW OF OPERATIONS

2015



ICRC

OVERVIEW OF OPERATIONS 2015

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ABBREVIATIONS AND DEFINITIONS

A	Additional Protocol I	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
	Additional Protocol II	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
	Additional Protocol III	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
	1977 Additional Protocols	Additional Protocols I and II
	African Union Convention on IDPs	Convention for the Prevention of Internal Displacement and the Protection of and Assistance to Internally Displaced Persons in Africa, 23 October 2009
	AIDS	acquired immune deficiency syndrome
	Anti-Personnel Mine Ban Convention	Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on their Destruction, 18 September 1997
	Armed conflict(s)	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
	Arms Trade Treaty	Arms Trade Treaty, 2 April 2013
B	Biological Weapons Convention	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction, 10 April 1972
C	CHF	Swiss francs
	Chemical Weapons Convention	Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction, 13 January 1993
	Convention on Certain Conventional Weapons	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
	Convention on Enforced Disappearance	International Convention for the Protection of All Persons from Enforced Disappearance, 20 December 2006
F	Fundamental Principles	Fundamental Principles of the International Red Cross and Red Crescent Movement: humanity, impartiality, neutrality, independence, voluntary service, unity, universality
G	1949 Geneva Conventions	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
	Hague Convention on Cultural Property	Convention for the Protection of Cultural Property in the Event of Armed Conflict, 14 May 1954
	Health Care in Danger project	“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”.
	HIV	human immunodeficiency virus
I	ICRC	International Committee of the Red Cross, founded in 1863
	IDPs	internally displaced people
	International Conference	International Conference of the Red Cross and Red Crescent, which normally takes place once every four years
	International Federation	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	Montreux document on private military and security companies	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
	Movement	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.

ABBREVIATIONS AND DEFINITIONS

N	National Society	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 <i>Non-refoulement</i>	non-governmental organization <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 non-refoulement 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
	Optional Protocol to the Convention on the Rights of the Child	Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, 25 May 2000
	Other situations of violence	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	RCMs	Red Cross messages
	Remotely piloted aircraft	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
	Restoring Family Links Strategy for the Movement	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.
S	Rome Statute	Rome Statute of the International Criminal Court, 17 July 1998
	Safer Access Framework	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.
	San Remo	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.
	Seville Agreement and its Supplementary Measures "Strengthening IHL" process	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. 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.
	Study on customary international humanitarian law	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.
T	TB	tuberculosis
U	UN	United Nations
	UNDP	United Nations Development Programme
	UNESCO	United Nations Educational, Scientific and Cultural Organization
	UNHCR	Office of the United Nations High Commissioner for Refugees
	UNICEF	United Nations Children's Fund
W	WFP	World Food Programme
	WHO	World Health Organization

INTRODUCTION BY THE DIRECTOR OF OPERATIONS



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The ICRC is pleased to present its 2015 Emergency Appeals, which describe the situations faced by people affected by armed conflicts and other situations of violence, the primary objectives of the ICRC's field delegations and missions in some 80 countries around the world and the corresponding budgetary requirements. The Emergency Appeals set out the needs as identified at the time of writing in late October 2014.

TRENDS IN CONTEMPORARY ARMED CONFLICTS

The ICRC's analysis of the characteristics of the armed conflicts and other situations of violence in which it operates features the main elements below.

First, the takeover of large swathes of Iraq and the Syrian Arab Republic (hereafter Syria) by the Islamic State group has sent shock waves reverberating across the Middle East and beyond and compounded a regional dynamic that has grown in complexity since the beginning of the conflict in Syria, with serious repercussions on neighbouring countries – and catastrophic humanitarian consequences. Tens of thousands of people have been killed and 6.5 million displaced inside Syria, the majority in areas that are difficult to reach. A further 3 million have fled the country, leading to one of the biggest refugee crises since the end of the Second World War. The generosity of neighbouring countries is being stretched, with Lebanon now hosting over 1 million refugees, equal to a quarter of its own population. In Iraq, the deterioration in the situation since the beginning of 2014 has resulted in more than 9,200 civilians killed and some 1.6 million displaced.

Second, there are massive humanitarian needs due to new or protracted armed conflicts and other situations of violence, despite, in some cases, efforts to negotiate political settlements – particularly in Afghanistan, the Central African Republic (hereafter CAR), the Democratic Republic of the Congo (hereafter DRC), the Gaza Strip (occupied Palestinian territory), Libya, Mali, Somalia, South Sudan, Ukraine and Yemen. In eastern Ukraine, more than 600,000 people have been displaced by the conflict, over 3,000 killed and many more wounded. Amid continued volatility, the needs are growing. In Afghanistan, the population continues to face daily insecurity: the first six months of 2014 reportedly saw a 24% rise in civilian casualties compared to the same period in 2013. Hostilities in South Sudan have displaced over 1 million people, most of whom are difficult to reach; with high malnutrition rates, prolonged displacement and health-care facilities under enormous pressure, the humanitarian situation remains dire.

Third, radicalism and the increasingly transnational movement and regional influences of armed groups carry the potential for further sectarian violence in a number of countries. Local populations often find themselves paying the heaviest price, suffering casualties or becoming trapped in the middle of attacks or clashes between government forces and armed groups.

Fourth, the Ebola crisis in West Africa has severely tested the capacities of fragile health services in a region already struggling to recover from years of conflict, further exacerbating economic and food insecurity. With the peak of the crisis said to be several months away, the international community is mobilizing in support of the countries most affected.

Fifth, the number of IDPs, refugees and asylum seekers uprooted by ongoing conflicts and other situations of violence worldwide has risen in the past two years: in 2013, the total number exceeded, for the first time since the Second World War, 50 million people, over half of whom are IDPs. The negative trend has continued in 2014, with the situations in the CAR, Iraq, Nigeria and South Sudan, in particular, deteriorating.

Finally, the diverse and often acute humanitarian consequences in a number of other situations of violence related to intercommunal tensions, struggles over increasingly scarce natural resources, widening inequality, organized crime and growing urbanization (around 1 billion people currently live in slums) pose challenges in the form of extreme violence and lack of access to basic services.

VULNERABILITY AND RESILIENCE IN ARMED CONFLICTS AND OTHER SITUATIONS OF VIOLENCE

In 2014 – a year of multiple crises – the lives of millions of people around the world have been torn apart by conflict and violence. Men, women and children face enormous suffering, including injury, death, grave violations of IHL and abuse. Hundreds of thousands have been forced to flee their homes, losing everything, becoming separated from family members who were arrested or disappeared and living with the uncertainty of their whereabouts. ICRC field staff, often with National Society volunteers, are working to address the vulnerabilities and suffering of those affected, whose plight and needs remain at the heart of the ICRC's analysis and response, regardless of which side of the conflict they find themselves on.

The following extracts from the 2015 planning documents of several ICRC delegations illustrate the different ways in which conflict or violence heightens the vulnerability of populations and communities.

On the conduct of hostilities, for example:

Attacks on opposition-held areas did not distinguish civilian lives and assets from military targets – the use of explosive weapons with wide impact in urban areas was almost a daily occurrence, causing thousands of civilian casualties. Civilian infrastructure destroyed or damaged by untargeted as well as targeted attacks by government forces included hospitals, schools, markets, power plants and essential water infrastructure. Civilians, including women and minors, perceived as supporting/belonging to the armed opposition, were arbitrarily arrested and detained incommunicado. The armed opposition also resorted to indiscriminate attacks against civilians and civilian infrastructure, and denied civilians access to essential services such as water and electricity. Reports of summary executions by the armed opposition of both combatants and civilians emerged.

Communities who flee their homes and livelihoods may be forced to endure years of living in very difficult conditions; some of them may be forcibly displaced multiple times:

Very poor hygiene and precarious living conditions for the displaced population are aggravated by the length of displacement. The potential of health complications and outbreaks with deadly consequences remains high. The main cause of death for all ages is pneumonia. Access to health care is limited by financial difficulties, discrimination, mistrust and cultural acceptance among specific indigenous groups that tend not to seek medical attention when the first signs of illness appear. These factors make children, pregnant women, sick people and the elderly particularly vulnerable.

A special focus on analysing the situation of victims of sexual violence shows how complex it is to address the issue:

Sexual violence against women and girls has been rife in the present conflict, perpetrated by armed actors from all sides, during deliberate attacks on civilians and also when they have taken refuge in IDP camps or during movements (e.g. when searching for food). Abductions are deemed to systematically entail sexual violence. Perpetrators from both parties were often reported to stage their acts in front of family members of the victims or in public. In many cases, the fighters resorted to the abduction of the victims, causing their separation from their families and their submission to situations of forced marriage. The number of survivors seeking support is low due to the associated stigma and difficulty accessing health care, among other reasons.

Less visible are the long-term psychological scars of armed conflicts and other situations of violence, both on those exposed to extreme violence and on the families left behind:

The assessment found families continue to suffer from the uncertainty related to the fate of their missing relatives, with the most common problems identified as emotional distress, loss of productivity, and stigma from other family members. Negative coping mechanisms such as alcoholism, isolation, bitterness and aggressiveness have been observed.

In many contexts, medical personnel, hospitals, clinics and even ambulances are targeted by parties to the conflict, preventing access to emergency and basic health care for the sick and the wounded:

It is during these times of instability that health care is most inaccessible and insecure. Many injured and sick people were reportedly unable to reach health-care facilities and died due to their wounds or diseases, while many others saw their treatment deliberately interrupted due to doctors fleeing or when patients, doctors and caregivers were targeted by the assailants. Men were systematically accused of being soldiers; many of them were allegedly taken out of the hospital, killed and their bodies thrown in the river. Several patients who could not flee were killed in their hospital beds.

THE CHANGING HUMANITARIAN SECTOR

For the humanitarian community, security issues and restrictions placed on the delivery of assistance continue to challenge proximity to the populations affected and the provision of direct aid where most needed. A number of contexts illustrate this challenge, amongst them the CAR, Iraq, Libya – where the ICRC has had to reduce its presence – and Syria. The latest analysed figures on security show 2013 setting a new record for violence against humanitarian operations, with

460 aid workers affected in incidents: of these, 155 were killed (more than double compared with 2012), 171 seriously wounded and 134 abducted.

With a multitude of stakeholders involved in responding to crises – humanitarian agencies and NGOs, faith-based organizations, State emergency ministries and armed forces – the humanitarian sector is often misperceived. Increased understanding of roles, coordination and clarification of approaches are important in tackling this.

Today, real-time information on an armed conflict or situation of violence and its humanitarian consequences can be communicated 24 hours a day on a plethora of social media sites, though questions of reliability remain. At the same time, beneficiaries can use such tools to communicate their concerns and needs, and to evaluate the support they receive from humanitarian agencies, more easily. New technologies and approaches are being used by humanitarian agents, including the ICRC, as a way to overcome problems of access, enable improved monitoring and provide a faster response.

IMPLICATIONS FOR CURRENT ICRC OPERATIONS

In 2014, the ICRC has managed to maintain and gain proximity to vulnerable people in a range of contexts, during a particularly challenging year in terms of the number of crises. Teams comprising more than 150 ICRC surge-capacity staff and over 60 National Society personnel were rapidly deployed to the Philippines, South Sudan, Ukraine, the Gaza Strip and countries affected by the Ebola crisis in West Africa. In some instances, the ICRC is one of the few international organizations on the ground, for example in remote areas of the CAR, northern Mali, northern Nigeria and eastern Ukraine. The ICRC works hard to build contacts with all parties to conflicts and other situations of violence in order to gain access to and have direct interaction with the populations affected, and to enable dialogue on the conduct of hostilities. It is regularly requested by parties to conflicts to intervene in specific cases, in its capacity as a neutral intermediary. For example, in Yemen, by the end of the siege of Dammaj in Sa'ada governorate, the ICRC had been involved in the evacuation of 164 weapon-wounded people and the remains of 42 others. In Afghanistan, it facilitated the release of 33 people held by an armed group.

It has been an extremely difficult year in terms of security, with the ICRC and some National Societies facing complex operating environments and tragic losses: the ICRC lost three colleagues – in the CAR, Libya and Ukraine. In Syria, at the time of writing, three ICRC colleagues are still being held, and 38 Syrian Arab Red Crescent staff members have lost their lives since the beginning of the conflict. Other particularly challenging contexts have been Afghanistan, Iraq, Mali and Nigeria.

Nevertheless, the ICRC made steady headway towards implementing the objectives set out in its initial 2014 field budget of CHF 1,104.4 million, and in 11 budget extensions – amounting to CHF 199.7 million – for the Philippines, the CAR, Syria and the wider region (Egypt, Iraq, Jordan and Lebanon), South Sudan (twice), Moscow regional (Ukraine), and Israel and the Occupied Territories. The figure of CHF 199.7 million takes account of a budget reduction for Sudan (CHF 20 million), the ICRC being unable to implement all planned activities owing to the suspension of its operations in February, despite the recent agreement on its presence in the country.

KEY CHALLENGES FOR THE ICRC IN 2015

Quality of access and scope of action

Given the wide range of crises and the enormous humanitarian consequences, the ICRC's ambition in 2015 is to reach the most vulnerable populations and to respond to their humanitarian needs in a timely, holistic and appropriate way. The ICRC will pursue its dialogue with all parties so as to ensure it obtains unhindered access to those populations.

The ICRC's 2015 objectives therefore constitute a realistic response to growing needs across the world, as analysed by its field delegations, and amount to a budget of CHF 1,379.3 million. The ICRC will begin the year with 11 operations budgeted over CHF 40 million. The 10 largest operations, representing 57% of the overall budget, will be in Syria (CHF 164.3 million), South Sudan (CHF 131.2 million), Afghanistan (CHF 80.1 million), Iraq (CHF 78.1 million), Somalia (CHF 73.7 million), the DRC (CHF 63.4 million), Israel and the Occupied Territories (CHF 50.5 million), Mali (CHF 47.6 million), the CAR (CHF 46.9 million) and Ukraine (CHF 46.9 million). Lebanon, Colombia, Jordan, Yemen and Myanmar (listed in order of budget size) are also among the largest operations.

ICRC operations in international and non-international armed conflicts account for over three quarters of the Emergency Appeals. The organization will also assist those affected by other situations of violence, including situations of State repression, intercommunal violence or armed violence in urban settings. Although these fall below the threshold of IHL applicability, populations in such situations suffer serious humanitarian consequences – including arbitrary detention, disappearances, torture and other forms of ill-treatment and, often, lack of access to basic services – that require an appropriate humanitarian response.

Contextualized multidisciplinary response

Armed conflicts and other situations of violence remain extremely varied in nature and therefore generate very different and context-specific needs. In view of the various difficulties faced by the most vulnerable affected populations, the ICRC will aim to provide the right response at the right time, involving the beneficiaries in all stages – from assessment to implementation, monitoring and evaluation. Through this process, it continually seeks to improve its approaches and response using the entire spectrum of assistance, protection and prevention activities, while ensuring that best practices are widely shared between delegations.

Overall, the ICRC will focus in particular on those made more vulnerable by factors such as their gender or age, and on specific groups such as the wounded and sick, victims of sexual violence, IDPs and people deprived of their freedom.

In line with the ICRC's Health strategy 2013–2018, a number of delegations, such as those in the CAR and Mali, have significantly reinforced their response – as reflected in a 30% budget increase compared to the initial 2014 budget – in terms of comprehensive hospital care, health in detention and physical rehabilitation. These are backed by first aid, primary health care and mental health/psychosocial support programmes.

In view of the increased number of people on the move (IDPs, refugees and migrants), the ICRC will again reinforce its response, in particular during the acute phase of displacement.

Activities aimed specifically at victims of sexual violence will be carried out by several delegations, including in the CAR, Colombia, the DRC, Lebanon, Mali, Mexico City (regional) and South Sudan, with assessments in others. Considering the sensitive nature of the issue and the psychological impact on those affected, the ICRC, with National Societies, will provide a safe environment where victims can receive physical and psychological treatment, while continuing to raise the issue with weapon bearers and national authorities.

The very difficult conditions faced by tens of thousands of vulnerable detainees will be addressed through dialogue with detaining authorities and assistance programmes for the detainees and the penitentiary system as a whole.

Partnerships and coordination

The ICRC will continue to strengthen its efforts to ensure smooth coordination and increased cooperation in its relations with its Movement partners and with external actors. The majority of the ICRC's programmes in the field are carried out together with its primary partners, the National Societies, and their invaluable networks of volunteers, who bring with them a more nuanced understanding of their communities. The ICRC will also seek to mobilize National Societies for rapid deployment and encourage peer-to-peer support. It believes that strong partnerships not only lead to an improved overall response to needs, but also support the efforts of National Societies seeking to preserve their independence in armed conflicts and other situations of violence.

Partnerships with authorities, NGOs and the communities themselves are on the increase, providing opportunities for new practice and learning, but also posing challenges, in particular in ensuring a principled approach at the forefront of any response, sufficient accountability and capacity building. On thematic issues, such as those linked to the Health Care in Danger project, partnerships with a variety of stakeholders are paramount to achieving results.

Relationships with influential stakeholders and dialogue with all

At all levels – global, regional and local – relationships with all stakeholders are fundamental to gaining access to affected populations, reducing the number of violations committed, and ensuring the right perception – and therefore acceptance – of the ICRC and its partners. Reaching victims on all sides of an armed conflict or other situation of violence requires the ICRC to engage in an enormous operational networking effort with all parties and stakeholders.

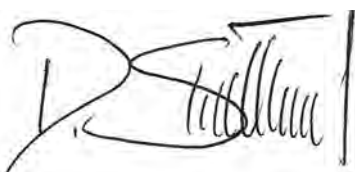
Relationship building with States able to influence global policies and enforce IHL is another important factor. In the changing international political and humanitarian landscape, the ICRC will continue to broaden its relations with a number of States and other actors to improve mutual understanding and develop shared perspectives.

CONCLUSION

Every day, all over the world, actual individuals, families and communities are seriously affected and traumatized by armed conflicts or situations of violence. They are not mere statistics.

At the ICRC, we are fully aware of the challenges awaiting us in 2015, given the sheer scope of humanitarian needs and the difficulties we face in reaching those affected. Together with our colleagues in the Movement, we will do all we can to address their plight, alleviate their suffering and help them rebuild their lives.

The 2015 Emergency Appeals reflect current trends in the global environment and take account of the forecasted humanitarian needs. We are immensely grateful for our donors' continued interest in and remarkable diplomatic and financial support for ICRC activities. We greatly appreciate their deep respect for the ICRC's independence and neutrality. The ICRC is strongly committed to making responsible and effective use of the financial means that are made available to it, ever conscious of the expectation that it will make demonstrable progress towards achieving what it has set out to do.



Dominik Stillhart
Director of Operations

ICRC MANAGEMENT FRAMEWORK AND DESCRIPTIONS OF PROGRAMMES



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The ICRC conducts projects to help improve access to clean water for people in rural and urban areas.

ICRC corporate management framework

- Institutional strategy
- Key success factors/areas of risk
- Comprehensive analysis and multidisciplinary and complementary approaches
- Modes of action
- Levels of intervention
- Result-based management
- Coordination
- Services at headquarters
- Target populations in field operations

Programme descriptions

- Protection
- Assistance
- Prevention
- Cooperation with National Societies
- General

ICRC field structure

- Regional breakdown
- Operations worldwide

Contributions

- Levels of earmarking
- Contributions in kind/cash for kind
- Contributions in services

Description of the accounting model

- Overview
- Cost type accounting

Internal control system

Internal audit

External audit

ICRC CORPORATE MANAGEMENT FRAMEWORK

INSTITUTIONAL STRATEGY

According to the ICRC mission statement, the overall humanitarian mission of the institution, as an “impartial, neutral and independent organization” rooted in IHL, 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 is part of the International Red Cross and Red Crescent Movement.

On this basis, the ICRC’s **four-year strategy** is made available publicly and in the ICRC’s yearly Headquarters Appeal. It assesses opportunities and challenges in the environment in question, analyses the most important stakeholders, and defines the organization’s desired positioning, the scope of its action, and its ambitions. It sets strategic orientations and fields of activity for fulfilling the ICRC’s humanitarian mission – to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. It clearly states the values and principles guiding the ICRC’s action and approach.

KEY SUCCESS FACTORS/AREAS OF RISK

The ICRC’s six key success factors/areas of risk, which belong to the institutional risk management framework, are the elements critical to the organization and its work. They are:

- ▶ three factors related mainly to “the ICRC’s own capacity to act” (internal key success factors/areas of risk): **relevance** (of response), **organization and processes** and **human resources capacity and mobility**
- ▶ three factors related mainly to the “external environment” (external key success factors/areas of risk): **access** (to victims), **reputation/acceptance** and **positioning**

In each area, the ICRC can encounter risks and opportunities; by influencing these areas, the ICRC can reduce its vulnerability to the risks and take better advantage of the opportunities, thus improving its response to the needs of people affected by armed conflict and other situations of violence and positioning itself as a main player in this respect.

The ICRC’s key success factors/areas of risk constitute a common reading grid for analysis in yearly and other reviews by the Directorate. Such reviews include the results achieved, an assessment of risks, and the definition or updating of management objectives and action plans to mitigate the main risks and reinforce the key success factors. This aims to ensure efficient management of the organization according to available resources and priorities and thus preserve the ICRC’s reputation and enable it to continue to demonstrate its added value. Annual reviews are submitted to the ICRC Assembly.

The ICRC’s key success factors/areas of risk are defined as follows:

- ▶ **relevance:** The relevance of the ICRC’s response refers to meeting the most pressing needs of people affected by armed conflict and other situations of violence in an evidence-based, result-oriented and timely manner, and using the ICRC’s traditional modes of action (support, substitution, persuasion, mobilization, denunciation).

- ▶ **organization and processes:** Organization and processes pertains to the structure of the ICRC and its decision-making, working and information management processes. It includes the management models, structures, procedures and rules that govern the work of its staff and contribute to the ICRC’s reputation as a professional, effective and efficient organization.
- ▶ **human resources capacity and mobility:** The capacities and mobility of the ICRC’s human resources refers to the organization’s values, policies and methods for managing its staff. It also refers to the willingness and readiness of staff members to serve better the ICRC and people affected by armed conflict and other situations of violence.
- ▶ **access:** Access to victims refers to reaching people affected by armed conflict and other situations of violence in order to assess their situations, to deliver aid and to document allegations of abuse or violations of IHL and relevant applicable law. The ICRC’s access to those in need depends greatly on its reputation and on the acceptance of the organization by parties to the conflict and by key decision-makers.
- ▶ **reputation/acceptance:** The ICRC’s reputation refers to the way in which the organization is perceived by parties to the conflict and by other key stakeholders. Acceptance of the organization involves parties to the conflict and other key stakeholders recognizing and accepting the neutral, impartial and independent nature of the ICRC and its specific mandate under IHL and the Statutes of the Movement to protect and assist those affected by armed conflict and other situations of violence. The ICRC’s reputation and the extent to which the organization is accepted directly influence its ability to gain access to victims and to attract qualified staff and funding.
- ▶ **positioning:** ICRC positioning refers to the position of the ICRC within the field of humanitarian response (in terms of purpose, complementarity, benchmarking, etc.), its perceived added value for the people affected by armed conflict and other situations of violence, and donors’ perception of the organization’s relevance, effectiveness and efficiency.

COMPREHENSIVE ANALYSIS AND MULTIDISCIPLINARY AND COMPLEMENTARY APPROACHES

The ICRC endeavours to respond to the humanitarian needs arising from today’s complex armed conflicts and other situations of violence in the most timely, humane and professional way possible. Each situation requires thorough analysis, a sensitive but objective assessment of the needs and human suffering, and the design and implementation of tailored and efficient humanitarian responses.

Situations have to be considered holistically, in a way that integrates local, regional and global elements and takes into account the broad range of problems facing the populations the ICRC wants to help. Therefore, for any action to be undertaken, a comprehensive analysis is carried out of the situation, the points of view of the people affected (e.g. residents, migrants, IDPs, people deprived of their freedom; men, women, boys and girls; the elderly), the actors present, and the stakes and dynamics involved. This enables the ICRC to identify the people adversely affected and their specific needs and vulnerabilities. An effective response also requires a clear understanding of the cause of the problems

and a good knowledge of local facilities, their capabilities and their potential. The direct involvement of those affected is therefore essential to ensure that their views, concerns, vulnerabilities and capacities are taken into consideration in the definition of the response. The ICRC endeavours to obtain an overall perspective of an issue of humanitarian concern by looking at all aspects of the problem and all possible responses. It is also important that the ICRC ensure the coherence of its activities in the medium and long term.

The ICRC's mission is a dynamic that combines the defence of individual rights, through respect by the authorities and other actors of their obligations, with a response to needs, through neutral, impartial and independent action. As described in the ICRC's mission statement, the organization combines four approaches in its overall strategy after analysing a situation in order to, directly or indirectly, in the short, medium or long term, ensure respect for the lives, dignity, and physical and mental well-being of victims of armed conflict and other situations of violence. Such action seeks to prevent (prevention), eradicate the cause of (protection) and alleviate (assistance) human suffering in such situations and strengthen the Movement, as a network (cooperation). Promotion of the adoption of and respect for legal norms, confidential representations in the event that obligations are not fulfilled or laws are violated, delivery of relief aid, helping strengthen people's resilience to the difficulties that they face, early recovery measures, communication campaigns and the training of first-aid volunteers are all part of a coherent humanitarian mission. Effective monitoring and critical evaluation, drawing on lessons learnt from past experience, are also crucial to this process, as is coordination with the numerous actors present on the increasingly complex humanitarian scene.

To carry out comprehensive analyses, set objectives and define and implement plans of action, the ICRC works with a dynamic network of multidisciplinary teams composed of specialists and general staff, both male and female, who are led and coordinated by competent management with clear policies and priorities. The implementation of the ICRC mission is characterized by the strategic use of various **modes of action** at different **levels of intervention**, the delivery of various **services at the headquarters**, and in its field operations a focus on different **target populations** associated with a diverse range of activities requiring varied skills and expertise (**programmes**).

MODES OF ACTION

The modes of action used by the ICRC are the following:

- ▶ **persuasion:** confidential representations addressed to the authorities and aimed at convincing them to enhance respect for IHL and/or other fundamental rules protecting persons in situations of violence and to take measures which improve the circumstances of people affected by such situations
- ▶ **mobilization:** activities aimed at prevailing on third parties to influence the behaviour or actions of the authorities, to support them, or to provide services to people in need directly
- ▶ **support:** activities aimed at providing assistance to the authorities so that they are better able to carry out their functions and fulfil their responsibilities

- ▶ **substitution:** activities to provide services to people in need directly, often in place of authorities who are not able or not willing to do so
- ▶ **denunciation (resorted to by the ICRC only in exceptional circumstances and under strict conditions):** public declarations regarding violations of IHL or other fundamental rules protecting persons in situations of violence committed by specific actors, for the purpose of bringing a halt to such violations or preventing their recurrence

The modes of action used by the ICRC depend on the situation, the problems encountered and the objectives to be achieved. They aim to make the relevant actors aware of and fulfil their responsibilities. The ICRC does not limit itself to any one of them; on the contrary, it combines them, striking a balance between them either simultaneously or consecutively.

LEVELS OF INTERVENTION

The activities carried out under the ICRC's programmes are conducted at the following **complementary** levels to reach common objectives in aid of the populations affected, including their early recovery:

- ▶ **preventing or alleviating the immediate effects** of an emerging or established pattern of abuse or problem (responsive action)
- ▶ **restoring dignified living conditions** through rehabilitation, restitution and reparation (remedial action)
- ▶ **fostering a social, cultural, institutional and legal environment** conducive to respect for IHL and/or other fundamental rules protecting persons in situations of violence (environment-building action)

RESULT-BASED MANAGEMENT

On the basis of an analysis of the given situation and of the humanitarian issues, and often within a longer-term strategy, the ICRC defines objectives with plans of action and indicators for the coming year – or, in some cases, for the next two years – for each context where it operates. The plans of action and indicators describe how the ICRC aims to work towards the objectives in question. Changes in situations and humanitarian issues may require objectives, plans of action and indicators to be revised during the year. Objectives and plans of action and indicators are organized according to target populations and list activities according to programme (see descriptions below).

The accounting system is structured accordingly (see description below).

ICRC Appeals provide donors with information about these objectives, their plans of action and indicators and the corresponding budget.

The ICRC also produces an Annual Report, which provides information – descriptive, quantitative and financial – regarding those objectives and plans of action and indicators.

Whenever possible, the reporting is result-oriented. It includes a description of the products and services resulting from processes that use a combination of resources, and their effect or results at output, outcome or impact level.

The ICRC works according to the following definitions of the terminology used, adopted on the basis of a common understanding in existing literature:

- ▶ **input:** human, technical, material and financial resources and logistical means that enable a person/organization to do something
- ▶ **activity:** any action or process through which inputs are combined to generate goods and services (outputs)
- ▶ **output:** the products, goods and services that people receive as a result of ICRC activities and that are expected to lead to the achievement of outcomes
- ▶ **outcome:** short and medium term
 - **short-term outcome:** the likely, or achieved, short-term effects of the output that are expected to lead to the achievement of medium-term outcomes
 - **medium-term outcome:** the likely, or achieved, medium-term (one- to five-year) effects of the short-term outcome that are expected to contribute to the impact
- ▶ **impact:** primary and secondary long-term effects to which interventions contribute, positively or negatively, directly or indirectly, intended or unintended. The ICRC, as any other actor, is likely only to contribute to an impact.

COORDINATION

Besides its close coordination and cooperation with its Movement partners, notably with National Societies, the ICRC coordinates its humanitarian response with all other actors – be they State or non-State authorities, UN agencies, international, regional, national or faith-based organizations – and acknowledges that coordination of the humanitarian response is complex because of the diversity of humanitarian actors, particularly at regional and local level. It has adopted a pragmatic approach to institutional and operational coordination, believing that humanitarian coordination should be reality-based and action-oriented.

Through its participation in coordination meetings at regional and field level, as well as bilateral discussions, the ICRC seeks to contribute to: providing the best possible protection and assistance for people affected by armed conflict and other situations of violence; avoiding gaps and duplication; and ensuring that any humanitarian response supports both the people's own resilience to difficulties and their recovery efforts. It is firmly convinced that the needs of those affected should be met by those organizations best placed to do so in operational terms, including existing skills, available capabilities, access and funding in the context concerned.

In the above fora, it does not hesitate to share with other humanitarian actors – to the extent compatible with its neutral, impartial and independent stance and its commitment to confidentiality – its analysis of the context or security situation, results of needs assessments and its technical expertise. In order to preserve this strictly humanitarian approach, the ICRC favours interaction with humanitarian actors operational on the ground and has always refrained from being associated with any approach that involves objectives that are anything other than humanitarian. This has proved particularly useful in situations in which the UN plays a strong political role or is engaged in peace operations alongside humanitarian work. While the ICRC remains outside the set-up of UN agencies and the cluster system, to facilitate effective humanitarian coordination, it participates as a “standing invitee” in the Inter-Agency Standing Committee and as an observer in Humanitarian

Country Teams and other fora. The organization also maintains relations with many other international actors, including the humanitarian branches of regional inter-governmental organizations and international NGOs and their consortia, such as the Steering Committee for Humanitarian Response and the International Council of Voluntary Agencies, engaging them on issues of humanitarian action, coordination and policy-making. It proactively participates in the preparations for the 2016 World Humanitarian Summit.

SERVICES AT HEADQUARTERS

In setting its headquarters objectives and plans of action, the ICRC has drawn up a standard list of six services, divided into three broad categories. These are defined as follows:

- ▶ **Guidance**
 - **Environment scanning and analysis:** services that analyse and monitor the organization's environment
 - **Policy and guidelines/Research and development:** either services that formulate policies and strategic positions and ensure that they are implemented in a coherent manner (monitoring and follow-up), or services that develop specific expertise for transfer to units and divisions at headquarters and in the field
- ▶ **Internal support**
 - **Corporate support:** services aimed at all units and divisions at headquarters and in the field and which provide back-office support to ensure that the organization runs smoothly
 - **Support for action:** services that support and assist units and divisions at headquarters, as well as field delegations (often at their own request), in fulfilling their mission in a given context (contextualization of expertise)
- ▶ **External interaction**
 - **External relations/Humanitarian diplomacy/Mobilization:** services that manage relations with the various actors in the ICRC's environment; undertake diplomatic *demarches* and representations; and promote the organization's position
 - **Services and products:** services and products aimed on the one hand at National Societies, international organizations and NGOs, governments and States, and on the other at beneficiaries/individuals

TARGET POPULATIONS IN FIELD OPERATIONS

In setting its field objectives, the ICRC has drawn up a standard list of five target groups, divided into two broad categories. These are defined as follows:

- ▶ **Affected populations/persons** are individuals or segments of the population suffering the direct and/or indirect effects of a confirmed or emerging armed conflict or other situation of violence, who do not or no longer take a direct part in the hostilities or violence. The aim of ICRC action for such people is to ensure that they are respected and protected and to alleviate the suffering caused by the situation, in accordance with the provisions of IHL and other fundamental rules protecting people in situations of violence. The ICRC distinguishes between three different groups of people:
 - **civilians:** all people who do not or no longer take a direct part in hostilities or violence but whose physic-

al or mental integrity and dignity are either threatened or affected during an armed conflict or another situation of violence

- **people deprived of their freedom:** all individuals deprived of their freedom, with a special focus on those held in connection with an armed conflict or another situation of violence, such as PoWs, civilian internees and security detainees
 - **the wounded and sick:** people – civilians or weapon bearers – injured or suffering from disease or otherwise in need of medical assistance or care in an armed conflict or another situation of violence
- The second broad category comprises **actors of influence** and **the Movement**. The ICRC endeavours to work with influential individuals or institutions to promote full respect for IHL or other fundamental rules protecting people in situations of violence, and to ensure that the people in need receive protection and assistance.
- **actors of influence:** Certain individuals or institutions have a capacity to stop or prevent the violation of IHL or other fundamental rules protecting people in situations of violence, and to protect or aid those affected when humanitarian problems arise. Those actors are also in a position to facilitate (or hinder) the ICRC's access to the people affected and/or foster acceptance of the ICRC's work. This category not only includes political authorities, armed, police and security forces and non-State armed groups, but also the media, associations of various kinds, NGOs, community leaders, religious authorities and other opinion-shapers, economic entities, academic institutions, the youth and other representatives of civil society.
 - **the Movement:** Besides the ICRC, the Movement comprises the National Societies and their International Federation. There are 189 National Societies in the world, carrying out humanitarian services for the benefit of the community. The ICRC considers the National Society its primary local partner in each country, sharing the same Fundamental Principles and working in partnership with it while at the same time contributing to further enhancing its emergency preparedness and response capacities. Partnership with National Societies is a valuable asset towards obtaining the best possible access to beneficiaries and delivering a relevant humanitarian response, and is one of the distinguishing features of the ICRC's cooperation within the Movement.

Particular concerns

The ICRC pays particular attention to some categories of people more vulnerable to specific risks, and to situations which may engender or exacerbate vulnerability.

Armed conflict and other situations of violence, such as internal disturbances, including violent protests and riots, generate immediate additional health care requirements for wounded and sick people – whether they are directly involved in the fighting or not – that exceed peacetime needs. The right of wounded combatants and civilians to be spared further suffering during armed conflict and to receive assistance is asserted in the 1949 Geneva Conventions and their Additional Protocols. International human rights law protects health care at all times, including during internal disturbances. **Safeguarding health care** has been a prior-

ity for ICRC delegations and National Societies for several years, with staff often pioneering approaches to overcome day-to-day challenges. Operational responses always have the same objective: sick or wounded people, including the weapon-wounded, not or no longer participating in armed conflict or other situations of violence, are protected in accordance with IHL and/or other applicable norms and have access to effective, timely and impartial medical services; political authorities, weapon bearers, influential civil society representatives and, therefore, the public, are aware of the (potential) impact of fighting on the delivery of health care and help safeguard these services.

Violence between parties fighting for territorial control often leads to civilians being uprooted from their homes. Forced displacement could aim to weaken enemy forces by targeting communities considered to be supportive of them, or to facilitate appropriation of property or access to natural resources. **Internally displaced people** are those compelled to flee their homes, leaving most of their personal belongings behind, often to resettle in over-populated areas in conditions of extreme poverty, without gainful employment and seldom having the benefit of basic services such as a clean water supply, sewage systems, health care or education.

Children are not spared in armed conflict; they not only represent a large segment of the population but are also more vulnerable than adults. They should benefit both from the general protection guaranteed by law as people not taking a direct part in hostilities and from specific protection as a particularly vulnerable group (children are covered by 25 articles in the 1949 Geneva Conventions and their 1977 Additional Protocols). Yet children are a major beneficiary of the ICRC's prevention, protection and assistance programmes worldwide. They are often the witnesses of atrocities committed against their relatives. Many of them are killed, wounded or imprisoned, torn from their families, forcibly recruited into combat, compelled to flee or left without even an identity.

Women and girls mostly experience armed conflict as civilians, and as such are often exposed to acts of violence. Such acts include death or injury from indiscriminate attacks and mine explosions, but also direct assault. The loss of male relatives and deprivation of access to the basic means of survival and health care make women and girls vulnerable; however, in many cases they also display remarkable strength, taking on the responsibility of protecting and supporting their families in the midst of armed conflict. It is therefore imperative to understand in which way, owing to their status and role in a given context, women and girls are affected and how humanitarian programmes can best contribute to alleviating their plight and to reinforcing their own capabilities and positive coping mechanisms.

Migrants can become vulnerable at many stages of their journey and face difficulties that affect their physical integrity, dignity and well-being, and that of their families. Migrants may pass through areas affected by conflict or violence, or be expelled, trapped and/or held in hostile environments, placing them at risk of facing violence or other forms of abuse. In these situations, they are often the first potential victims of various actors, including armed/criminal groups or militias, that seek to take advantage of their vulnerability along the migratory process. In some cases, they are directly targeted by the parties to the conflict for the simple fact of being foreigners.

In armed conflict and other situations of violence, **sexual violence**, including rape, is widespread and can be used as a method of warfare against the civilian population, affecting both individuals – women, girls, men and boys – and entire communities. Persons deprived of their freedom are also subjected to sexual abuse, in addition to other forms of ill-treatment. Such acts are strictly prohibited by IHL and international human rights law. They violate human dignity and are deeply damaging to the individual’s physical, psychological, social and spiritual well-being; in most cases, the suffering extends to the victim’s family. The stigma associated with the issue, fear of reprisal and feelings of shame or guilt may prevent survivors from coming forward, such that the full extent of the problem is often concealed; many victims continue to suffer in silence.

As the ICRC aims to provide a comprehensive response to all populations affected by armed conflict or violence, neither its programmes (protection, assistance, prevention and cooperation with National Societies) nor their corresponding budgets are designed in such a way as to cater solely to one or another of the specific groups described above. Donors wishing to help the ICRC manage contributions to its programmes in the most efficient way possible are referred to the proposed criteria for levels of earmarking set out in the “Contributions” section of this chapter available in the *Emergency Appeals, Overview of Operations and Annual Report* published each year.

PROGRAMME DESCRIPTIONS

ICRC programmes aim to respond to the diverse humanitarian needs arising from armed conflicts and other situations of violence, in line with the organization’s mission. The means and measures by which a programme is implemented are called activities; ICRC programmes involve a wide range of activities that fall within the ICRC’s specific areas of expertise and which often require particular professional skills. ICRC operations are structured into four main programmes: protection, assistance, prevention and cooperation with National Societies.

PROTECTION

In order to preserve the lives, security, dignity and physical and mental well-being of people adversely affected by armed conflict and other situations of violence, the ICRC has adopted a protection approach that aims to ensure that the authorities and other players involved fulfil their obligations and uphold the rights of individuals protected by law. It also tries to prevent and/or put an end to actual or probable violations of IHL and other bodies of law protecting people in such situations. The protection approach focuses both on the causes and circumstances of violations, targeting those responsible and those who can influence them, and on the consequences of the violations.

Protection programmes cover all activities designed to ensure protection of the victims of armed conflict and other situations of violence. The beneficiaries include, *inter alia*, resident and displaced civilians, vulnerable migrants, people deprived of their freedom (in particular POWs, security detainees, internees and other vulnerable people), people separated from their relatives because of conflict, violence or other circumstances, such as natural disasters or migration, and missing persons and their families.

As a neutral and independent humanitarian organization, the ICRC seeks to ensure that all the parties to a conflict and all authorities provide individuals and groups with the full respect and protection that are due to them under IHL and other fundamental rules protecting persons in situations of violence. In response to violations of these rules, the ICRC endeavours, as much as possible through constructive and confidential dialogue, to encourage the authorities concerned to take corrective action and to prevent any recurrence. Delegations monitor the situation and the treatment of the civilian population and people deprived of their freedom, discuss their findings with the authorities concerned, recommend measures and conduct follow-up activities.

Respect for people deprived of their freedom

The objective of the ICRC’s activities for people deprived of their freedom is purely humanitarian, namely to ensure that their physical and mental integrity is fully respected and that their living conditions and treatment are in line with IHL and other fundamental rules and internationally recognized standards. As circumstances dictate, the ICRC strives to prevent forced disappearances or extrajudicial executions, ill-treatment and failure to respect fundamental judicial guarantees, and, whenever necessary, takes action to improve living conditions and treatment. This involves, in particular:

- ▶ negotiating with the authorities to obtain access to people deprived of their freedom wherever they may be held, in accordance with procedures that guarantee the effectiveness and consistency of ICRC action
- ▶ visiting detainees and having discussions in private with them, assessing their living conditions and treatment and identifying any shortcomings and humanitarian needs
- ▶ monitoring individual detainees (for specific protection, medical or other purposes)
- ▶ restoring and maintaining family links (such as facilitating family visits or forwarding RCMs)
- ▶ fostering a confidential and meaningful dialogue with the authorities at all levels regarding any problems of a humanitarian nature that may arise and the action and resources required to improve the situation, when necessary
- ▶ under specific conditions, providing material assistance to detainees, implementing technical interventions, or engaging in cooperation with the authorities on specific issues and supporting them in undertaking reform processes

Visits to places of detention are carried out by the ICRC in accordance with strict conditions:

- ▶ delegates must be provided with full and unimpeded access to all detainees falling within its field of interest and to all premises and facilities used by and for them
- ▶ delegates must be able to hold private interviews with the detainees of their choice
- ▶ delegates must be able to repeat their visits
- ▶ detainees falling within the ICRC’s field of interest must be notified individually to the ICRC, and the ICRC must be able to draw up lists of their names

Respect for civilians

Protection activities for the civilian population are intended to ensure that individuals and groups not or no longer taking a direct part in hostilities are fully respected and protected, in accordance with IHL or other fundamental rules protecting persons in situations of violence. This involves, in particular:

- ▶ engaging in dialogue with the relevant parties at all levels to discuss humanitarian issues, to remind them of their legal obligations and to support their compliance efforts
- ▶ monitoring individuals and communities who are particularly vulnerable and/or exposed to serious risks of abuse, reducing their exposure to those risks and reinforcing their own protection mechanisms

In 2013, the ICRC adopted a specific strategy aimed at strengthening its response in this field during emergency situations.

Restoring family links

These activities aim to restore or maintain contact between members of families, including people deprived of their freedom, who have been separated by armed conflict, other situations of violence, natural disaster or other circumstances that require a humanitarian response, such as migration. They include:

- ▶ organizing the exchange of family news (through various means, such as RCMs, telephones, satellite phones, radio broadcasts and the Internet) via the worldwide Family Links Network (National Societies and ICRC delegations)
- ▶ tracing people separated from their families, including unaccompanied minors, vulnerable separated children, children associated with armed forces or armed groups, and vulnerable adults
- ▶ registering and keeping track of individuals to prevent their disappearance and enable their families to be informed about their whereabouts
- ▶ reuniting and repatriating families
- ▶ facilitating family visits to persons deprived of their freedom or across front lines
- ▶ collecting, managing and forwarding information on deaths
- ▶ issuing ICRC travel documents for people who, owing to conflict, violence, migration or other circumstances, are unable to obtain or renew documents that would permit them to travel, in order for them to return to their country of origin, be reunited with their family or be resettled in a third country

Missing persons

Activities for missing persons are intended to shed light on the fate and/or whereabouts of people who are unaccounted for as a consequence of an armed conflict, other situation of violence or migration, and thereby help alleviate the suffering caused to their relatives by the uncertainty surrounding their fate. The ICRC pursues a strictly humanitarian approach to the issue, which involves:

- ▶ supporting the development of normative frameworks, including for engaging in activities aimed at preventing

disappearances, and encouraging governments to enact or implement legislation to prevent people from becoming unaccounted for, to ascertain the fate and whereabouts of missing persons through appropriate mechanisms and measures, and to protect and support the families of missing persons

- ▶ working closely with families of missing persons and with the relevant authorities and organizations to accelerate the tracing process, including by: providing technical advice to national authorities; chairing coordination mechanisms between former parties to a conflict; collecting tracing requests; providing support for the collection and management of ante-mortem data and the recovery and identification of human remains; promoting best practices in forensics as they relate to the search for the missing; and publishing and updating lists of persons reported missing
- ▶ assessing the multifaceted needs (e.g. psychosocial, economic, legal, administrative) of families of missing persons and the local resources available to meet those needs, and helping address them in close coordination with the authorities, National Societies, NGOs, family associations and other service providers

ASSISTANCE

The aim of assistance is to preserve life and/or restore the dignity of individuals or communities adversely affected by an armed conflict or other situation of violence. Assistance activities address the consequences of violations of IHL or other fundamental rules protecting people in situations of violence. They may also tackle the causes and circumstances of such violations by reducing exposure to risks.

Assistance programmes are designed to preserve or restore acceptable living conditions for people affected by armed conflict or other situations of violence, to enable them to maintain an adequate standard of living in their respective social and cultural context until their basic needs are met by the authorities or through their own means. The beneficiaries are primarily resident or displaced civilians, vulnerable groups such as minorities and the families of people who are unaccounted for, the sick and the wounded (both military and civilian) and people deprived of their freedom.

Economic security

Economic security programmes are designed to ensure that households and communities have access to the services and resources required to meet their essential economic needs, as defined by their physical condition and social and cultural environment. In practice, this translates into three different types of intervention:

- ▶ relief interventions: to protect lives and livelihoods by providing people with the goods and/or services essential for their survival when they can no longer obtain these through their own means
- ▶ production interventions: to protect or enhance a household's or community's asset base – its means of production – so that it can maintain or recover its livelihood
- ▶ structural interventions: to protect livelihoods by influencing processes, institutions and policies that have a direct impact on a target population's capacity to maintain its livelihood over time (such as agricultural or livestock services)

Water and habitat

Water and habitat programmes are designed to ensure access to water and to a safe living environment.

In situations of acute crisis, infrastructure may have been damaged by fighting, and basic services may not work or be inaccessible. People may be forced to leave their homes to look for water in a hostile environment. By monitoring the situation and implementing projects when and where necessary, in both urban and rural contexts, the ICRC helps ensure access to water and safe living conditions, and promotes basic health care by taking emergency action and supporting existing facilities.

In emerging crises, chronic crises and post-crisis situations, the priority is to support and strengthen existing structures through initiatives taken in conjunction with the authorities and/or through specific programmes that meet the needs of the population in a viable, sustainable manner.

Health

In line with the organization's public health approach and as an integral part of its overall multidisciplinary response, ICRC health care programmes are designed to ensure that the needs of people in armed conflict or other situations of violence are met according to defined minimum packages of health care. Curative and preventative health interventions remain at the heart of ICRC projects, which are guided by three main vectors: proximity to victims, quality of care and access to health care.

While maintaining a broad scope of response, health activities focus mainly on three domains:

- ▶ comprehensive hospital care: to address hospital management, surgery, internal medicine, paediatrics, obstetrics and gynaecology
- ▶ health care in detention: to ensure acceptable living conditions and safeguard the physical and mental welfare of detainees and make recommendations to improve the overall functioning of prison health systems
- ▶ physical rehabilitation: to ensure the provision of high-quality services that are accessible and sustainable, and promote the social inclusion of people with disabilities (see "Physical Rehabilitation" below)

Health programmes also aim to ensure a "continuity of care" approach through greater integration between the above-mentioned domains and, where relevant, between first aid, primary health care, mental health and psychosocial support. Partnerships with health ministries, National Societies and relevant health organizations are essential in implementing activities.

In line with the goals of the Health Care in Danger project, the ICRC engages in dialogue with all actors and stakeholders, both in the field and at an institutional level, with a view to ensuring that people in need of health care have safe and unimpeded access to quality services and that health care personnel are able to carry out their duties in a safe environment (see "Particular Concerns" above).

Physical rehabilitation

Physical rehabilitation is an integral part of the process needed to ensure the full participation and inclusion in society of people with disabilities. It involves providing disabled people with assistive devices, such as prostheses, orthoses, walking aids and wheelchairs, together with the

therapy that will enable them to make the fullest use of those devices. Physical rehabilitation must also include activities aimed at maintaining, adjusting, repairing and renewing the devices as needed.

ICRC assistance in this field is designed to strengthen the overall physical rehabilitation services of a given country. It aims to improve the accessibility of services and their quality, and to develop national capacities to ensure their long-term viability. ICRC physical rehabilitation projects aim to allow the physically disabled to participate fully in society, both during and after the period of assistance.

Although its focus is physical rehabilitation, the ICRC's physical rehabilitation programme recognizes the need to develop projects in cooperation with others so as to ensure that beneficiaries have access to other services in the rehabilitation chain.

Forensic services

Forensic services are designed to ensure the proper and dignified management of human remains and help clarify the fate of the missing. They also aim to develop and promote best practices in the field of forensic science and ensure compliance with them.

Such services include:

- ▶ the management, analysis and documentation of human remains, including the management of gravesites, by both experts and first-responders following conflicts, other situations of violence or natural disasters
- ▶ the proper search for and recovery and identification of human remains to help resolve cases of missing persons
- ▶ the collection, management and use of ante-mortem data and biological reference (DNA) samples for purposes such as identifying human remains or reuniting separated family members
- ▶ training and other support for building forensic capacity
- ▶ forensic examination of the living, including injury evaluation and age estimation
- ▶ technical advice to national authorities and other stakeholders

Weapon contamination, including chemical, biological, radiological and nuclear (CBRN) weapons or agents

The ICRC works to address the humanitarian consequences of weapon contamination, including the risk of exposure to CBRN weapons or agents.

ICRC mine-action activities are designed primarily to reduce the impact of weapon contamination on communities living in areas affected by mines, cluster munitions and other explosive remnants of war. The ICRC works with National Societies and the domestic authorities responsible for mine action, and may provide training, mentoring and capacity-building support to help them develop long-term capabilities in this field. The response provided is adapted to each situation and can comprise a range of activities across ICRC programmes. This involves:

- ▶ collecting, managing and analysing data on incidents and victims and on contaminated areas
- ▶ raising awareness of risks, liaising with communities and clearance operators and promoting IHL provisions relating to weapon use

- ▶ contributing to risk reduction: weapon contamination is included as a potential source of vulnerability in assessments and planning for protection and assistance programmes. The aim is to help ensure that communities exposed to contaminated areas are able to carry on with their daily activities and are not forced to take risks in order to survive.
- ▶ survey and clearance: as a priority, the ICRC seeks to mobilize actors capable of clearing mines/explosive remnants of war and who meet international mine-action standards. In exceptional cases and particularly in areas of urgent humanitarian concern or where it has sole access, the ICRC, in line with strict criteria, has the capacity to deploy specialist teams to conduct short-term contamination surveys and clearance tasks.
- ▶ supporting States Parties to weapons treaties in fulfilling their obligations: the ICRC provides technical support to authorities willing to destroy their obsolete ammunition stockpiles according to their conventional obligations

The ICRC also maintains an operational capacity to respond in the event of the use or release of CBRN weapons or agents in the context of an armed conflict or other situation of violence. This aims to ensure the organization's ability to continue its operations amidst CBRN events and to provide assistance to the people affected, while minimizing risks to the health, safety and security of its staff and others to whom the organization has a duty of care.

PREVENTION

The aim of prevention is to foster an environment that is conducive to respect for the lives and dignity of those who may be affected by an armed conflict or other situation of violence, and that is favourable to the work of the ICRC. The approach has a medium- to long-term outlook and aims to prevent suffering by influencing those who have a direct or indirect impact on the fate of people affected by such situations, and/or who can influence the ICRC's ability to gain access to these people and operate efficiently in their favour. In particular, the prevention approach involves communicating, developing and clarifying IHL, promoting the implementation of IHL and other relevant bodies of law, and promoting acceptance of the ICRC's work.

Promotion and implementation of IHL

These activities aim to promote universal participation in IHL treaties and the adoption by States of legislative, administrative and practical measures and mechanisms to give effect to these instruments at national level. They also aim to ensure that proposals to develop domestic laws do not undermine existing IHL norms. Implementation activities also aim to foster compliance with IHL during armed conflicts and to ensure that national authorities, international organizations, the armed forces and other weapon bearers, including non-State armed groups, correctly understand the law applicable in such situations and abide by it. This involves, in particular:

- ▶ promoting IHL treaties among the relevant authorities by making representations to governments, providing training in IHL, assisting capacity-building efforts and drafting technical documents and guidelines to further national implementation
- ▶ providing legal advice and technical support for the national implementation of IHL, undertaking studies and

- supporting technical assessments of the compatibility of national legislation with this body of law
- ▶ facilitating the exchange of information on national IHL implementation measures, including through a publicly available database on national legislation and case law
- ▶ promoting the creation of national IHL committees and supporting existing ones
- ▶ hosting expert workshops and peer meetings
- ▶ translating existing IHL texts and materials into different languages
- ▶ encouraging and helping authorities to integrate IHL into the doctrine, education and training of national armed forces (international human rights law in the case of police and security forces), and into the training and education programmes for future leaders and opinion-makers in universities and schools
- ▶ developing and implementing approaches for influencing the attitudes and actions of political authorities and weapon bearers
- ▶ supporting the implementation of the youth education programme – Exploring Humanitarian Law – to help young people embrace humanitarian principles and the social and legal norms intended to protect life and human dignity
- ▶ reinforcing links with academic circles to consolidate a network of IHL experts and developing partnerships with institutes and research centres specializing in IHL

Development and clarification of IHL

These activities aim to promote the adoption of new treaties and instruments or to promote the clarification of IHL concepts in order to make the law more effective and to respond to needs arising as a result of technological progress and the changing nature of armed conflict. At the same time, the ICRC analyses the development of customary IHL by assessing State practice. This involves, in particular:

- ▶ taking part in meetings of experts and diplomatic conferences held to develop new treaties or other legal instruments
- ▶ monitoring new developments, carrying out studies, producing articles and guidance documents, organizing meetings of experts and drafting proposals
- ▶ promoting acceptance by governments and other key stakeholders of the ICRC's position regarding the development and clarification of IHL

Communication

The following complementary communication approaches constitute a key component of preventive action and facilitate ICRC access to the victims of armed conflict and other situations of violence:

- ▶ public communication which aims to inform and mobilize key stakeholders on priority humanitarian issues and to promote greater understanding of and support for IHL and the work of the ICRC and of the Movement
- ▶ processes to scan the humanitarian environment at global, regional and local level with a view to identifying, understanding and addressing perceptions and issues having an impact on the ICRC's ability to operate
- ▶ developing communication approaches and tools to mobilize key target groups – such as leaders and opinion-makers – in favour of respect for IHL and accept-

ance of ICRC action on behalf of victims of armed conflict

- ▶ responding to public information requests on humanitarian norms, issues and action in situations of armed conflict
- ▶ enhancing the communication capacities of National Societies
- ▶ producing – and translating into a range of languages – print, audio-visual and Web-based communication materials to support and communicate the ICRC’s activities

Weapons issues

The ICRC pays particular attention to promoting measures to prohibit the use of weapons – including CBRN weapons or agents – that have indiscriminate effects or cause superfluous injury or unnecessary suffering. This includes promoting the application of existing IHL norms on the use of weapons and the development, when appropriate, of additional norms in response to the field realities witnessed by the ICRC or the emergence of new technology. This involves, in particular:

- ▶ making representations to governments and weapon bearers
- ▶ providing an IHL perspective on weapons issues in national and international fora
- ▶ holding meetings of military, legal, technical and foreign affairs experts to consider, *inter alia*, issues relating to emerging weapons technology and the impact, in humanitarian terms, of the use of certain weapons
- ▶ promoting the full and faithful implementation of treaties such as the Anti-Personnel Mine Ban Convention, the Convention on Certain Conventional Weapons and the Convention on Cluster Munitions, and providing IHL perspectives in meetings on relevant arms treaties
- ▶ providing policy guidance and technical support on mines and other arms issues to National Societies and representing the Movement internationally on these matters
- ▶ attending meetings with key mine-action organizations that contribute to the development of mine-action policy, methodologies and systems

COOPERATION WITH NATIONAL SOCIETIES

The aim of cooperation is to increase the operational capabilities of National Societies, above all in countries affected or likely to be affected by armed conflict or other situations of violence. It further aims to increase the ICRC’s ability to interact with National Societies and work in partnership with them. The cooperation approach aims to optimize the Movement’s humanitarian work by making the best use of complementary mandates and skills in operational matters such as protection, assistance and prevention. It involves drawing up and implementing the policies of the Movement that are adopted during its statutory meetings and strengthening the capacities of National Societies, helping them to adhere at all times to the Fundamental Principles.

The ICRC shares its expertise with National Societies working in their own countries and with those working internationally. It does this by:

- ▶ strengthening both the National Societies’ capacity to take action and provide appropriate services in times of armed conflict and other situations of violence in their

own country, and the ICRC’s action and operational capacity through its interaction and partnership with National Societies

- ▶ promoting operational partnerships with National Societies in their own countries and with those working internationally in order to respond to the needs of people affected by armed conflict or other situations of violence
- ▶ promoting dialogue and coordination and having regular communication on issues of common concern with National Societies and the International Federation Secretariat

The sections below describe these activities, distinguishing between cooperation with a National Society working in its own country and that with National Societies working internationally. The final section discusses overall Movement coordination in the field.

Building the response capacity of National Societies in their own countries

The ICRC provides expertise in certain areas to all National Societies in order to strengthen their capacity to conduct activities domestically in accordance with their own priorities and plans. These areas include:

- ▶ promoting IHL and spreading knowledge of the Movement’s principles, ideals and activities among both internal and external target groups
- ▶ preparing for and providing health care and relief services in armed conflict and other situations of violence
- ▶ supporting National Societies to better identify and address the challenges they face to ensure operational access and acceptance in all contexts (Safer Access Framework)
- ▶ restoring family links through the worldwide Red Cross/Red Crescent tracing network according to the Restoring Family Links Strategy for the Movement and its corresponding implementation plan
- ▶ developing activities to prevent the risks linked to weapon contamination
- ▶ supporting National Societies in relevant legal matters, such as drawing up or amending statutes, recognizing or reconstituting a National Society, and preparing for the Movement’s statutory meetings

The National Society remains responsible for designing, managing, implementing and monitoring all the activities it carries out. The ICRC facilitates the implementation of planned activities by:

- ▶ providing National Societies with technical expertise
- ▶ making available material and financial assistance in order to help National Societies fulfil their humanitarian role in armed conflict and other situations of violence
- ▶ mobilizing support from sister National Societies and retaining a monitoring and support role with respect to the achievement of agreed objectives
- ▶ seconding ICRC delegates to National Societies so that they can provide support for executive and managerial responsibilities in areas agreed with the National Society

Whatever form the ICRC’s support takes, it is offered in the spirit of a mutually beneficial partnership. In this regard, the ICRC aims to enhance preparedness and response by optimizing complementarity and strengthening the global Movement network. Written agreements between the

ICRC and each National Society ensure that the objectives are clear to each partner and that the working relationship is based on a common understanding of respective roles and responsibilities. The ICRC provides capacity-building support in close consultation and coordination with the International Federation, as activities are carried out with a long-term perspective and are part of each National Society's development process.

Operational partnerships with National Societies in their own countries

The ICRC and National Societies in their own countries often join forces and choose to implement activities together for the benefit of people affected by armed conflict or other situations of violence. Activities selected for joint implementation are those which best fit within the National Society's own plan, preserve its ability to function as an independent institution and contribute to further strengthening its operational capacity. The National Society's autonomy in managing such activities may vary, and is contingent on its operational capacity and conditions on the ground.

In its Institutional Strategy, the ICRC identifies operational partnerships with National Societies in their own countries as a priority that seeks not only to enhance the ICRC's own ability to partner with National Societies, but also to build the National Societies' capacity to conduct their own operations.

Written agreements formalize the operational partnership and specify the objectives to be achieved, respective roles and responsibilities, and corresponding plans of action and budgets. Financial, administrative and reporting procedures form an integral part of such agreements.

This form of cooperation ensures that partnerships with National Societies have an added value for the beneficiaries, the ICRC and the National Society.

Operational partnerships with National Societies working internationally

Many National Societies have the resources and willingness to work internationally together with the ICRC, and contribute in cash, in kind or by providing personnel and operational management. This section focuses on how this kind of operational partnership functions and on the form of projects implemented in the field.

In order to make its operational partnerships with National Societies working internationally more effective, and in line with its Cooperation Policy of May 2003, the ICRC developed and tested between 2004 and 2006 new forms of partnership and management procedures that aim to bring added value to the Movement's overall humanitarian response. The first – Integrated Partnerships – has been designed for situations where a project carried out by a National Society working internationally forms an integral part of the ICRC's own objectives, and the National Society is integrated into the ICRC's operational management framework. The second – Coordinated Activities – has been designed for contexts where work carried out by a National Society working internationally is not part of the ICRC's objectives, but is under the ICRC's leadership and coordination in conformity with the Seville Agreement.

In the future, the ICRC will further invest in the development of partnerships with National Societies that have recently expanded their international work.

Coordination within the Movement

In a given context today, all the types of cooperation outlined above may occur simultaneously. They have to be carefully organized, coordinated and managed in order to achieve their respective objectives. More broadly, the resources made available to the Movement must be coordinated and managed in ways that ensure maximum benefit is derived for the beneficiaries.

The ICRC is responsible for promoting and directing the contribution and involvement of other Movement components in international relief operations in countries affected by armed conflict and other situations of violence and their direct consequences. It assumes the role of "lead agency" for the Movement operation in accordance with the Movement's Statutes and the Seville Agreement, and in consultation with the National Society of the country concerned.

In such situations, coordination mechanisms covering all the Red Cross and Red Crescent institutions active on the ground are established.

When the ICRC assumes the role of lead agency, it implements its own activities while also taking responsibility for coordinating the response of other Movement components. It is currently working to improve its practice as lead agency by working with the National Society of the country as its natural primary partner or as a co-lead of the Movement response. Country-level memoranda of understanding defining the roles and responsibilities of each Movement component in all situations – during periods of emergencies, conflict, transition and peace – have been developed in a number of contexts and have proven effective in preparing the ground for well-coordinated Movement action.

In cooperation with other Movement partners, the ICRC has dedicated further resources to learning from the experience of coordinating the Movement's humanitarian response in a number of contexts. Together with the International Federation, the ICRC leads a process of strengthening Movement coordination and cooperation, with the active participation of several National Societies.

GENERAL

This programme covers all activities related to the functioning of ICRC delegations, but which cannot be allocated to another programme, such as management, internal control and certain strategic negotiations.

ICRC FIELD STRUCTURE

The ICRC has developed a broad network of delegations around the world. The ultimate purpose of such a network is to enable the ICRC to fulfil its mandate for people affected by armed conflict or other situations of violence, by responding in a timely, efficient and adequate manner to the resulting humanitarian needs.

ICRC delegations adapt to the specific needs of the contexts in which they are active and endeavour to develop the most appropriate and effective strategies. They also act as early-warning systems with regard to political violence or nascent armed conflicts and their potential consequences in humanitarian terms.

In ongoing or emerging situations of armed conflict or violence, the delegations focus on operational activities such as protection, assistance, cooperation and preventive action

at the responsive and remedial levels, for the direct benefit of victims – civilians, people deprived of their freedom and the wounded and sick.

In other situations, the delegations focus primarily on environment-building preventive action, cooperation with National Societies and humanitarian diplomacy, while remaining poised to become more operational should the need arise.

Many delegations cover only one country. Others cover several countries and are called “regional delegations”. Certain delegations are tending more and more to provide regional services for their respective regions, such as the Bangkok regional delegation as a training provider, the Egypt delegation in terms of communication, and Jordan as a logistical hub.

The ICRC’s presence in the field can also take the form of a mission or other form of representation adapted to the par-

ticularities of the context or the specific functions assigned to the ICRC staff on the ground.

REGIONAL BREAKDOWN

Delegations are grouped and managed in five geographical regions: Africa; the Americas; Asia and the Pacific; Europe and Central Asia; and the Near and Middle East.

At headquarters, a head of region is in charge of the management of and support for field operations in each region. The head of region answers to the director of Operations and is also in charge of a regional multidisciplinary team representing headquarters services such as Protection, Assistance, Logistics, Law, Communication, Cooperation within the Movement, Humanitarian Diplomacy, External Resources, Human Resources, and Finance and Logistics, which are involved as needed. The aim is to better coordinate and focus the support provided by these various services, as well as to ensure overall coherence in the ICRC’s response.

OPERATIONS WORLDWIDE



DELEGATIONS AND MISSIONS IN MORE THAN 80 COUNTRIES AROUND THE WORLD

As of 01.01.2015

CONTRIBUTIONS

LEVELS OF EARMARKING

“Earmarking” is the practice whereby donors require that their funds be allocated for the ICRC in general, for the Headquarters or Emergency Appeals, for a particular region, country or programme within the Emergency Appeals, or for the purchase of specific goods. Experience has shown that the ICRC’s operational flexibility decreases in direct proportion to the degree of earmarking demanded by donors, to the detriment of the people that the ICRC is trying to help. Coming to terms with specific earmarking and reporting requirements generates an additional administrative workload, both in the field and at headquarters. Existing standard reporting procedures have to be duplicated to meet individual requests and specific reporting, audit and evaluation requirements.

The ICRC has formulated guidelines to ensure greater uniformity and coherence in managing earmarked funds. These standards are designed to maximize the ICRC’s effectiveness in the field, by limiting the number of financing and reporting constraints. The guidelines include rules on contributions which cannot be accepted on principle. These include:

- ▶ contributions which are in contradiction to the Movement’s Fundamental Principles
- ▶ contributions which seek to support only a specific category of beneficiaries (e.g. an ethnic or religious minority)
- ▶ contributions which seek to support only a specific sub-region of a country
- ▶ visibility requirements which impinge on the security of beneficiaries or ICRC staff

Earmarking is one of the issues raised in the Donor Support Group (DSG), a discussion forum made up of governments contributing over CHF 10 million in cash to the ICRC’s Appeals annually. The DSG has successfully assisted the ICRC in its efforts to decrease the levels of earmarking on contributions and to improve its standard reporting system. In addition, the majority of DSG members have accepted that the ICRC’s standard reporting meets the reporting requirements related to their donations. The ICRC continues to try to encourage donors to ease their constraints, while maintaining its commitment to use funds as efficiently as possible. In 2001, the ICRC adapted its standard reporting system to its internal annual planning exercise (known in-house as the PfR, or Planning for Results). This commitment to improve reporting to donors has been further reinforced through, for instance, external audits and enhanced internal planning, monitoring and evaluation procedures.

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

Contributions that lead to double or over-financing (e.g. two different donors wishing to fund the same programme in the same country) cannot be accepted as this would run counter to recognized audit standards. The ICRC can make exceptions in accepting earmarking to programme or sub-programme level for a specific operation when standard reporting requirements are agreed.

Earmarking guidelines not only seek increased uniformity and coherence in managing contributions, but also establish a correlation between earmarking and reporting. Indeed, greater flexibility on the donor side regarding narrative and financial reporting enables the ICRC to manage tighter earmarking more effectively.

CONTRIBUTIONS IN KIND/CASH FOR KIND

Contributions in kind refer to assistance provided in the form of food, non-food items or specific goods needed for the ICRC’s assistance activities. The customary procedure for the acquisition of contributions in kind is as follows: the ICRC makes a request for specific goods needed for a particular field operation; that request is matched by a specific donor offer of goods. Once the offer has been accepted, the goods are delivered by the donor directly to the ICRC’s local or regional warehouses. Donors are also able to provide cash contributions to cover the purchase of pre-defined goods by the ICRC.

CONTRIBUTIONS IN SERVICES

Contributions in services refer to support given to the ICRC in the form of logistics or staff on loan. The heading “in services” in the regional budget table indicates the portion of the budget that the ICRC estimates will be covered by this sort of contribution.

DESCRIPTION OF THE ACCOUNTING MODEL

OVERVIEW

The accounting model draws a clear distinction between financial accounting and cost accounting. Financial accounting illustrates how human, material and financial resources are used. The objective of the financial accounting system is to record expenses and to report on financial transactions in accordance with legal requirements. Cost accounting focuses on the use of resources for the implementation of operational objectives by country, programme and target

Level of earmarking	Range/restrictions	Example
None	<ul style="list-style-type: none"> • overall ICRC • ICRC field or headquarters budget 	<ul style="list-style-type: none"> • any ICRC activity • ICRC operations worldwide or headquarters activities
Region	one of the five geographical zones	ICRC operations in Africa
Programme	one of the four programmes	ICRC prevention activities worldwide
Programme/region	one of the four programmes for one of the five geographical zones	ICRC protection activities in Asia and the Pacific
Operation	one of the operational delegations	ICRC activities in Colombia

population, as defined in the PfR methodology. The purpose of cost accounting is to promote understanding of processes and transactions (i.e. to determine the reasons for, and the objectives of, the costs incurred), to respond to internal management requirements in terms of detailed information, and – in particular for the ICRC – to facilitate general and specific reporting to donors.

The financial accounting system is composed of different data-entry modules that supply the basic information to the cost accounting system (comprising *cost centre accounting* and *cost units accounting*). The costs are allocated from the cost centres to the cost units according to where and by whom the objectives are being implemented. For the system to function, staff must report on the time they spend working on different objectives.

Financial accounting system

The financial accounting system consists of a number of modules (general ledger, payroll, accounts payable, accounts receivable, stocks, fixed assets). Information recorded in the peripheral modules is stored within the main module, the *general ledger*, and incorporated into a balance sheet and a profit-and-loss statement. As financial accounting does not provide information about the origin of and the reason for costs, it does not in itself serve to assess results. In other words, it does not provide the information needed for reporting purposes. This task is performed by cost accounting.

Cost or analytical accounting system

The cost accounting system allocates all costs in two different ways: to the *cost centre*, which explains the origin of the costs, and to the *cost units*, which indicate the reason for or the objective of the costs. Thus it not only explains the type and origin of costs (e.g. salary, purchase, communications, etc.), but also creates a link between the internal service supplier (operations, management, warehouse, logistics, administration, etc.) and the beneficiary, thereby providing reliable and meaningful information for both internal and external performance assessment and reporting.

Overheads

The budget and expenditure for each operation comprise a 6.5% overhead charge on cash and services as a contribution to the costs of headquarters support for operations in the field. This support is for services essential to an operation's success, such as human resources, finance, logistics, information technology and other support as described in the Headquarters Appeal for the same year. The contribution covers approximately 30% of the actual cost of support provided by headquarters to field operations.

COST TYPE ACCOUNTING

Financial accounting and cost categories

The accounting model comprises three dimensions (e.g. in field operations: the organizational unit, target population and programme) that serve to allocate costs between cost centres and to cost units accounting.

Cost centre accounting

Any unit (department or unit at headquarters or delegation in the field) within the organization generates costs as it consumes goods and services. It is important to identify the initiator of these costs and to specify his or her responsibility

for the type, quality and dimension of the transactions concerned. This is the purpose of the *cost centre accounting* system. The cost centre reflects the structure of the unit to which the costs incurred within a given period are initially charged. The person who is answerable for the origin of the relevant costs always manages the cost centre.

Cost units accounting

Cost units accounting responds to the information requirements of management and donors, providing greater insight into the financial resources consumed. It is an essential tool for management since it describes the reason for or purpose of the costs. Cost units accounting and reporting are based on the operational objectives defined using the PfR methodology and give a clearer indication of the purpose for which the costs were incurred.

To make it possible to produce all the reports required, a three-dimensional cost units structure is used. The three dimensions, outlined below, are independent from one another. Set together, they are the parameters of the PfR system. The total costs found in cost unit accounting are equal to the total costs found in cost centre accounting. In all three of the dimensions described, there are different levels of aggregation in order to monitor activities adequately.

a) Financial “organizational unit” dimension

The financial “organizational unit” reflects the hierarchy of the organization in terms of responsibility for operational results. As most ICRC field operations are designed for and implemented in a specific geographical area, the organizational unit dimension also reflects the geographical structure of field operations. It serves to determine the costs and income of a delegation, region or geographical zone and to compare those costs and that income with the pre-defined objectives and results to be achieved.

At headquarters, the organizational unit dimension corresponds to directorates, departments and units.

b) Field programme dimension

In field operations, programmes are slices of institutional objectives cut along the lines of the ICRC's core activities. They therefore represent the ICRC's areas of competence translated into products and services delivered to the beneficiaries (see “Programme descriptions” above).

c) Target populations dimension

With the introduction of the PfR methodology, it has become necessary to identify target populations as relevant cost units and hence to incorporate them into the project dimension (for the definition of target populations, see “Target populations” above).

Objectives and plans of action

The objectives are a general statement of intent used for planning purposes on a timescale of one to several years. Via plans of action, this process clearly identifies a result or a measurable change for a target population.

INTERNAL CONTROL SYSTEM

Faced with increasingly complex environments, over the years the ICRC has progressively and pragmatically adopted an internal control and compliance approach based on three pillars: the Internal Control and Compliance Unit, a

financial controller, and the Compliance and Quality Assurance Centre in the Philippines.

The Internal Control and Compliance Unit is responsible for ensuring that the ICRC's internal control system complies with the requirements of Swiss legislation and with the ICRC's internal rules. The unit is mandated by the Directorate to update the "zone-wide" control document which sets the tone for the entire organization with regard to the control environment the ICRC aims to create. This unit is the focal point for the external auditor for any matter related to the internal financial control system.

The above-mentioned unit also coordinates with the financial controller who, through field and headquarters missions, checks on the implementation of financial, administrative, human resources and logistics procedures. Over the coming years, the scope of the financial control will be extended to fraud risks.

In addition, for more than two decades, the ICRC has run the Compliance and Quality Assurance Centre in the Philippines. It ensures comprehensive and consistent quality control of all accounting and logistics documents to ensure that financial transactions in the field are supported with bona fide documentation and that the standards set by the financial framework are respected.

A list of the main financial risks and associated control measures has been drawn up by the ICRC and validated by the external auditors. The list is reviewed at least once a year, although it can be updated whenever necessary. Any required follow-up is done by the unit.

The overall objective is to ensure the ICRC is fully accountable to its donors and other stakeholders, such as the authorities in contexts where it operates.

INTERNAL AUDIT

According to Article 14 of the Statutes of the ICRC, the "Internal Audit shall have an internal monitoring function independent of the Directorate. It shall report directly to the Assembly. It shall proceed through internal operational and financial audits". The ICRC Internal Audit covers "the ICRC as a whole, both field and headquarters". Its aim is "to assess, on an independent basis, the performance of the institution and the pertinence of the means deployed in relation to the ICRC's strategy". In the area of finance, its role complements that of the external auditors (see below).

The Internal Audit helps the ICRC accomplish its objectives by using a systematic, disciplined approach to ensure and

give added value to the effectiveness of risk-management, control and governance processes. Its methodology follows the Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors.

The Internal Audit reports its findings directly to the ICRC president and the Control Commission, and issues recommendations to the management. The head of Internal Audit is appointed by the Assembly.

The Internal Audit's yearly work programme and budget are presented to the Assembly for approval. Each audit assignment is concluded by an audit report. The Directorate is responsible for responding to the recommendations included in Internal Audit reports; a formal system for following up the recommendations in each report is in place. Progress in implementation is reported to the Control Commission of the Assembly.

EXTERNAL AUDIT

The ICRC's principal revenue sources are the contributions of governments and National Societies, funds from private sources and income from securities. According to Article 15 of the Statutes of the ICRC, the utilization of this revenue and of ICRC reserves shall be subject to independent financial verification, both internally (by Internal Audit) and externally (by one or more firms of auditors).

Each year, external auditors, currently Ernst & Young, audit the ICRC's consolidated financial statements. The statements include the consolidated statement of financial position, the consolidated statement of comprehensive income and expenditure, the consolidated cash-flow statement, the consolidated statement of changes in reserves and the notes to the consolidated financial statements.

The audit is conducted in accordance with the International Standards on Auditing. The external audit opines on whether the consolidated financial statements give a true and fair view in accordance with the International Financial Reporting Standards as adopted by the International Accounting Standards Board, Swiss law and the ICRC's Statutes. The audit report is published in the ICRC's Annual Report.

The external auditors examine, on a sample basis, evidence supporting amounts and disclosures. They review the accounting principles used, significant estimates made, and the overall consolidated financial statement presentation. They also give an opinion on whether an internal control system is in place.

EMERGENCY APPEALS 2015

The International Committee of the Red Cross appeals for contributions to cover the **costs of its operations in the field.**

The ICRC Emergency Appeals for 2015 amount to:

CHF 1,379,271,000

of which:

CHF 1,370,605,000 in cash

CHF 2,254,000 in kind

CHF 6,412,000 in services

ICRC operations are financed entirely through voluntary contributions from the States party to the Geneva Conventions, the National Red Cross and Red Crescent Societies, private and public sources and supranational organizations.

ICRC BUDGET AND APPEAL STRUCTURE

- ▶ The 2015 budget is based on the objectives set for the year and aims to cover activities from 1 January to 31 December 2015.
- ▶ The ICRC budget and appeal structure is divided into Emergency (field) and Headquarters budgets.
- ▶ All ICRC budgets are established on a yearly basis; the budget period corresponds to the calendar year.
- ▶ Through its Headquarters Appeal, the ICRC seeks funding to cover all operational support activities carried out at its headquarters, as well as direct support activities (e.g. the Human Resources Department and External Resources Division), and the costs of financial management, general services, risk allocations and investments.
- ▶ The ICRC uses the Emergency Appeals to appeal for funding to cover the costs of its field activities worldwide.
- ▶ During the year, adjustments to the initial appeals are made in the form of budget extensions (Budget Extension Appeals) and new budget proposals (Special Appeals), which are launched in response to new situations and unforeseen needs for humanitarian action.

STANDARD OPERATIONAL REPORTING SYSTEM

- ▶ In the course of the year, the ICRC issues a Midterm Report to update donors on the status of ICRC field activities around the world. In addition, donors are informed of evolving situations and crises throughout the world via Updates and Special Reports.
- ▶ To highlight the ICRC's financial situation, the External Resources Division issues Monthly and Quarterly Financial Updates, which inform donors of developments in the budget, expenditure rate and contribution levels.
- ▶ Financial and statistical data on the activities of the previous year are normally available as of mid-March, making it possible to draft a financial statement for each of the appeals. The accounting records and financial statements are examined by Ernst & Young as external auditors, and the result of the audit of field and headquarters activities is reported to the ICRC Assembly.
- ▶ Operational information, including reporting elements regularly supplied from the field, and statistical and financial tables are combined in an Annual Report. Appendices to this report contain the financial statements, contributions made by each donor, the financial situation at the end of the year and the cost of staff seconded by National Societies.

THE ICRC AROUND THE WORLD

APPEALS SUMMARY

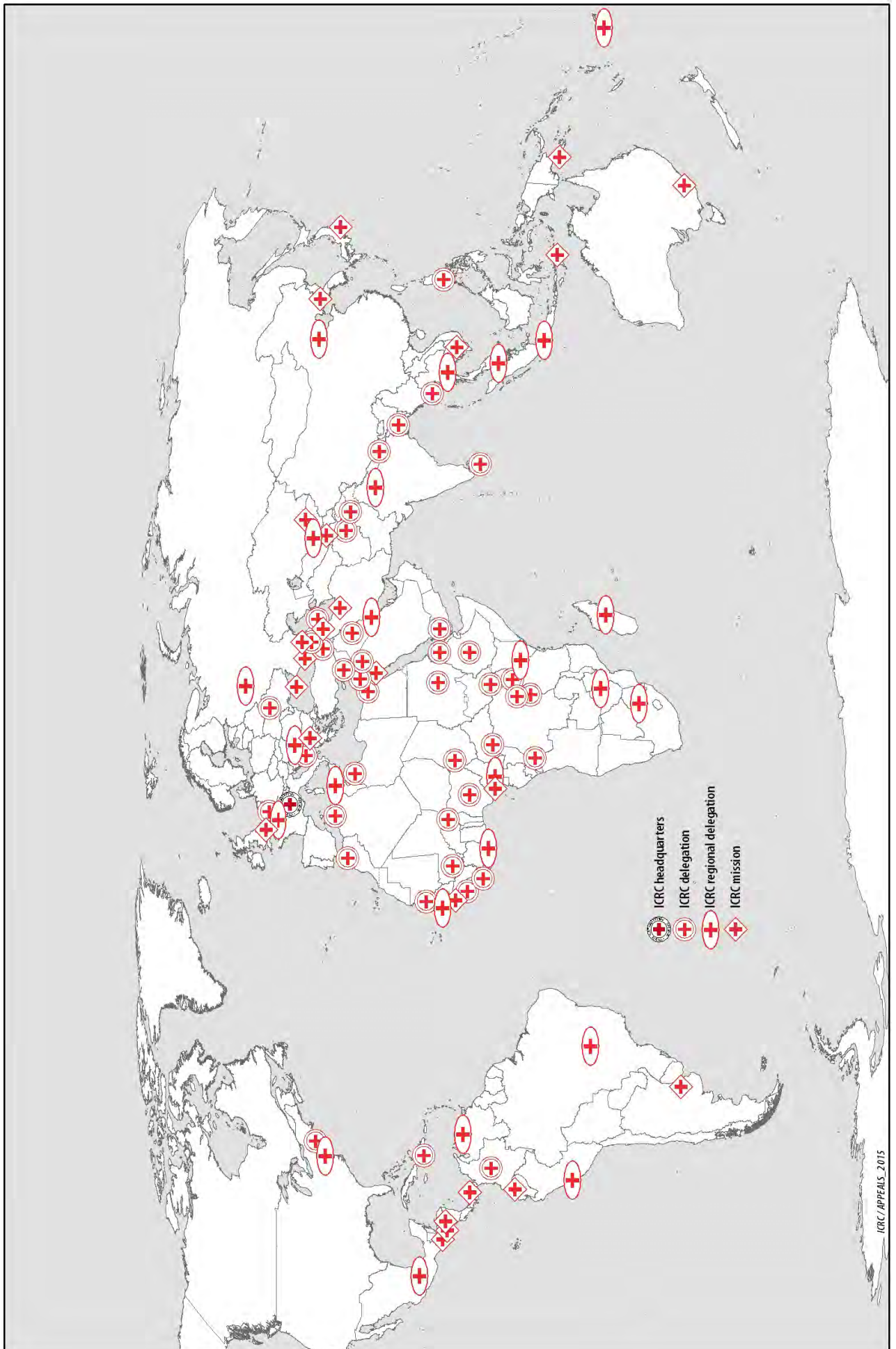
	TOTAL
Africa Appeals	CHF 533.0 million
Americas Appeals	CHF 82.4 million
Asia and the Pacific Appeals	CHF 216.9 million
Europe and Central Asia Appeals	CHF 112.5 million
Near and Middle East Appeals	CHF 414.4 million
EMERGENCY APPEALS	CHF 1,379.3 million
HEADQUARTERS APPEAL	CHF 194.3 million

DELEGATIONS AND MISSIONS IN MORE THAN 80 COUNTRIES

MOBILE STAFF: 1,879

RESIDENT STAFF (DAILY WORKERS NOT INCLUDED): 11,566

N.B. Figures in these tables are rounded off, may vary slightly from the amounts presented in other documents and may lead to differences in rounded-off addition results.



ICRC/APPEALS_2015

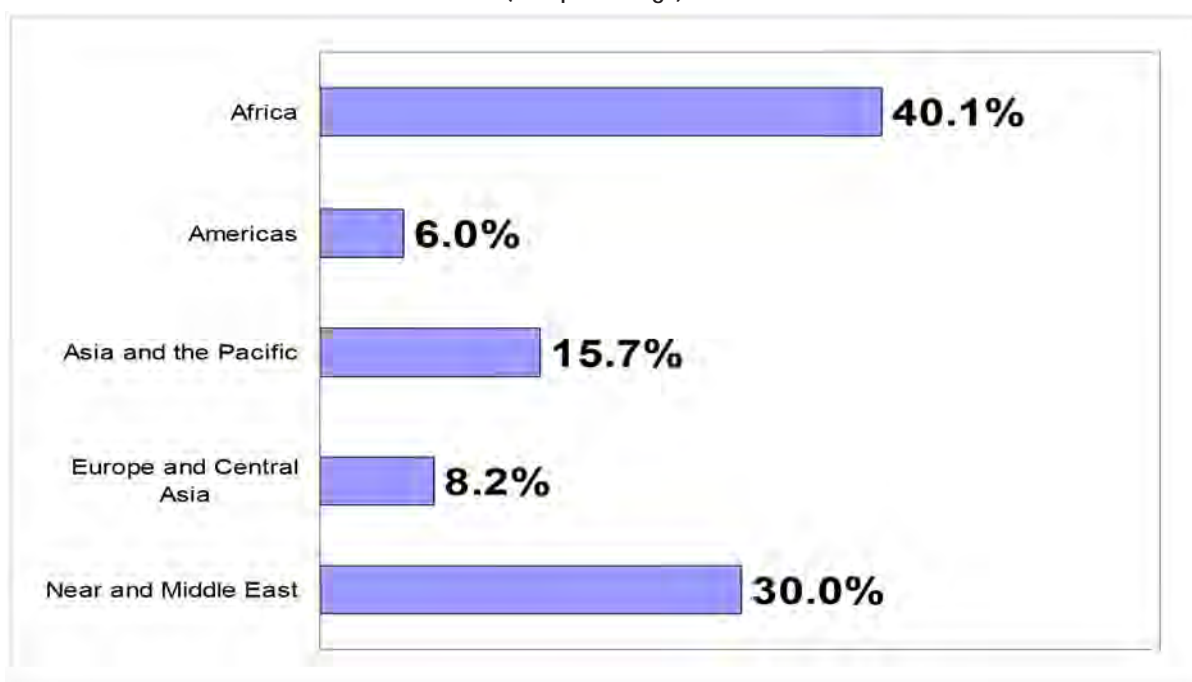
SUMMARY OF THE BUDGET

Figures in KCHF	PROGRAMME						PROGRAMME TOTALS			
	Protection	Assistance	Prevention	Cooperation with National Societies	General	TOTAL 2015 BUDGET	of which:	Total cash	Total in kind	Total services
GEOGRAPHICAL ZONE										
Africa	80,096	378,002	54,536	36,860	3,466	552,960		547,208	2,254	3,498
Americas	23,846	29,320	20,189	7,718	1,369	82,442		82,152	-	290
Asia and the Pacific	38,479	128,025	32,676	15,324	2,407	216,911		215,465	-	1,446
Europe and Central Asia	23,289	60,958	18,996	8,591	703	112,537		112,407	-	130
Near and Middle East	51,957	310,425	30,241	19,700	2,099	414,421		413,373	-	1,048
GRAND TOTAL	217,665	906,730	156,639	88,193	10,044	1,379,271		1,370,605	2,254	6,412
<i>of which overheads</i>	<i>13,285</i>	<i>55,203</i>	<i>9,560</i>	<i>5,383</i>	<i>613</i>	<i>84,043</i>				

N.B. Figures in these tables are rounded off, may vary slightly from the amounts presented in other documents and may lead to differences in rounded-off addition results.

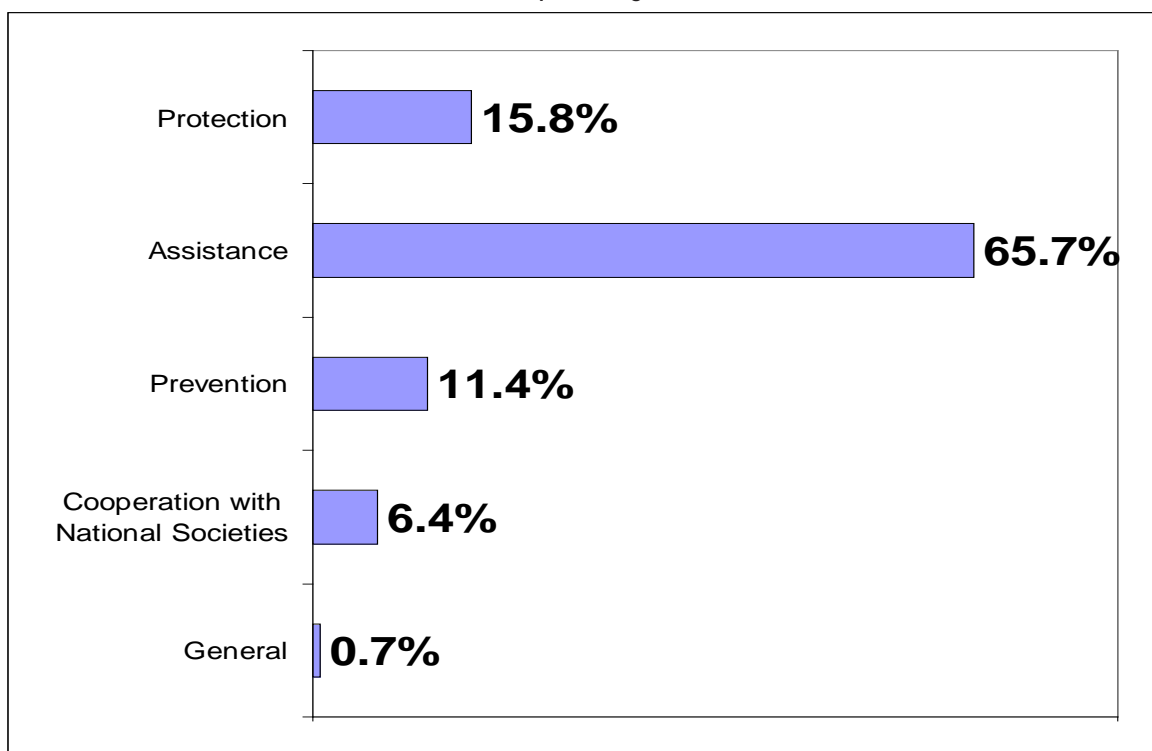
2015 BUDGET BY GEOGRAPHICAL ZONE

(as a percentage)



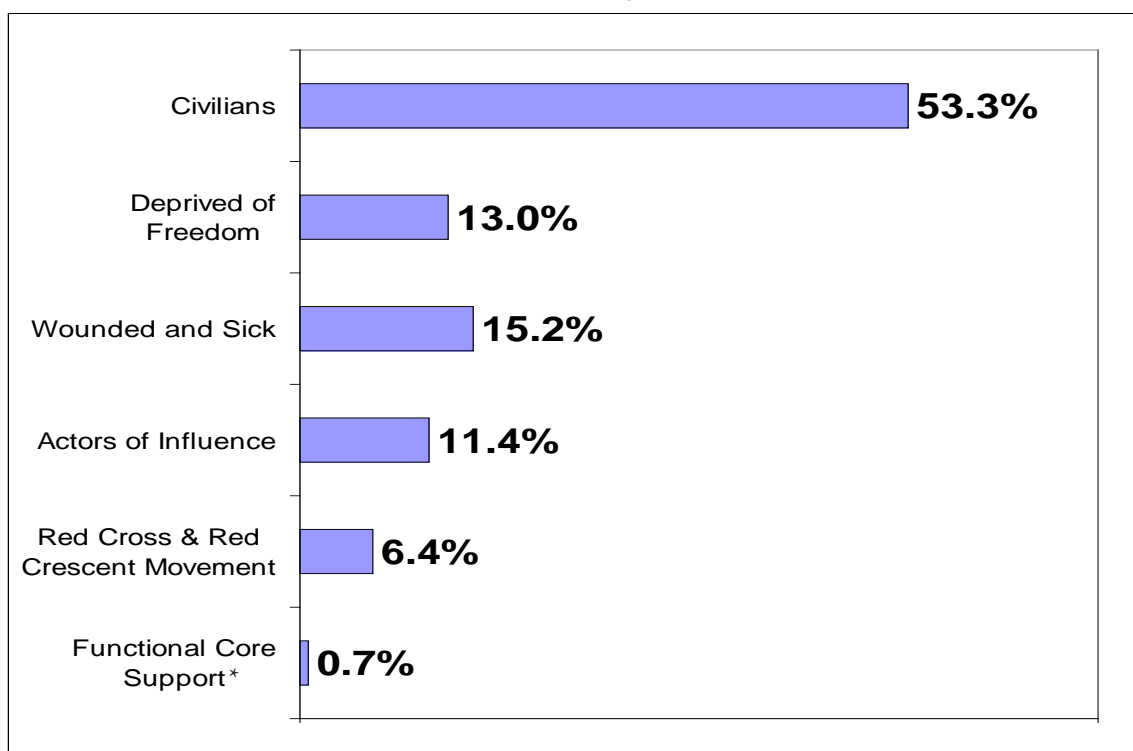
2015 BUDGET BY PROGRAMME

(as a percentage)



2015 BUDGET BY TARGET POPULATION

(as a percentage)



*e.g. ICRC internal, other international actors, etc.

AFRICA BUDGET

Figures in KCHF

DELEGATION	PROGRAMME									
	Protection	Assistance	Prevention	Cooperation with National Societies	General	TOTAL 2015 BUDGET	of which overheads	Total cash	Total kind	Total service
Algeria	1,280	330	881	451	30	2,973	181	2,973	-	-
Burundi	1,477	1,851	574	644	47	4,592	280	4,591	-	1
Central African Republic	4,096	38,114	2,712	1,834	150	46,906	2,827	45,523	580	803
Chad	1,620	2,415	1,352	974	35	6,398	390	6,397	-	0
Congo, Democratic Republic of the	13,966	41,431	5,281	2,373	356	63,407	3,768	61,501	1,674	232
Eritrea	788	2,847	445	100	18	4,198	256	4,196	-	1
Ethiopia	4,947	10,725	3,095	1,954	143	20,863	1,273	20,798	-	65
Guinea	2,101	2,490	1,101	1,586	72	7,350	449	7,350	-	0
Liberia	867	14,558	904	1,087	50	17,466	1,066	17,466	-	0
Libya	1,698	4,366	1,549	1,625	122	9,360	571	9,360	-	0
Mali	4,638	38,014	3,035	1,698	246	47,632	2,907	47,452	-	180
Mauritania	1,297	1,970	775	560	30	4,633	283	4,633	-	-
Morocco	703	-	462	625	-	1,789	109	1,789	-	-
Niger	2,380	10,008	1,485	1,017	85	14,975	914	14,974	-	0
Nigeria	3,069	15,050	3,068	2,061	76	23,325	1,424	23,325	-	0
Rwanda	3,268	1,615	796	508	66	6,253	382	6,199	-	54
Somalia	4,247	63,366	3,532	2,346	255	73,746	4,501	73,525	-	221
South Sudan	10,385	107,615	7,083	5,700	413	131,196	8,007	129,433	-	1,763
Sudan	462	856	2,691	706	243	4,958	303	4,954	-	4
Uganda	2,415	-	944	849	34	4,242	259	4,215	-	27
Abidjan (regional)	2,694	6,167	1,968	1,856	121	12,806	782	12,671	-	136
Antananarivo (regional)	1,192	1,795	508	479	23	3,997	244	3,996	-	1
Dakar (regional)	1,764	3,601	2,208	1,152	194	8,921	544	8,920	-	0
Harare (regional)	1,975	3,794	1,350	1,100	57	8,275	505	8,275	-	1
Nairobi (regional)	2,532	929	2,778	1,363	479	8,081	493	8,073	-	8
Pretoria (regional)	915	-	1,030	622	29	2,596	158	2,596	-	0
Tunis (regional)	1,461	2,575	1,074	300	50	5,459	333	5,459	-	-
Yaoundé (regional)	1,857	1,521	1,855	1,290	39	6,562	401	6,562	-	0
TOTAL (in KCHF)	80,096	378,002	54,536	36,860	3,466	552,960	33,611	547,208	2,254	3,498

N.B. Figures in these tables are rounded off, may vary slightly from the amounts presented in other documents and may lead to differences in rounded-off addition results.

AMERICAS BUDGET

Figures in KCHF

DELEGATION	PROGRAMME									
	Protection	Assistance	Prevention	Cooperation with National Societies	General	TOTAL 2015 BUDGET	of which overheads	Total cash	Total kind	Total service
Colombia	9,813	17,221	3,829	1,596	865	33,324	2,034	33,052	-	272
Haiti	968	2,397	449	1,051	32	4,898	299	4,898	-	-
Brasilia (regional)	2,354	579	2,963	1,468	158	7,521	459	7,521	-	-
Caracas (regional)	857	-	1,413	796	3	3,070	187	3,070	-	-
Lima (regional)	2,073	1,030	2,295	814	46	6,257	382	6,257	-	-
Mexico City (regional)	5,365	7,821	3,161	1,374	158	17,879	1,091	17,861	-	18
Washington (regional)	2,415	274	3,321	618	90	6,719	410	6,719	-	-
New York	-	-	2,758	-	16	2,774	169	2,774	-	-
TOTAL (in KCHF)	23,846	29,320	20,189	7,718	1,369	82,442	5,032	82,152	-	290

N.B. Figures in these tables are rounded off, may vary slightly from the amounts presented in other documents and may lead to differences in rounded-off addition results.

ASIA AND THE PACIFIC BUDGET

Figures in KCHF

DELEGATION	PROGRAMME									
	Protection	Assistance	Prevention	Cooperation with National Societies	General	TOTAL 2015 BUDGET	of which overheads	Total cash	Total kind	Total service
Afghanistan	12,808	60,304	4,329	1,879	785	80,104	4,889	79,515	-	589
Bangladesh	1,779	4,433	1,154	695	91	8,153	498	8,086	-	66
Myanmar	4,568	19,405	2,615	1,948	229	28,765	1,756	28,401	-	365
Nepal	682	1,620	582	301	66	3,252	198	3,252	-	-
Pakistan	1,064	8,986	3,672	2,400	168	16,289	994	16,174	-	115
Philippines	3,147	11,652	1,965	1,364	200	18,328	1,119	18,309	-	19
Sri Lanka	3,572	3,008	740	355	80	7,756	473	7,756	-	-
Bangkok (regional)	3,894	5,322	3,166	1,234	291	13,906	849	13,825	-	80
Beijing (regional)	691	5,331	4,464	1,475	107	12,069	737	11,942	-	127
Jakarta (regional)	785	278	2,498	705	59	4,325	264	4,306	-	19
Kuala Lumpur (regional)	1,539	860	2,788	622	76	5,885	359	5,824	-	61
New Delhi (regional)	2,507	4,994	2,605	942	166	11,214	684	11,214	-	-
Suva (regional)	1,443	1,831	2,099	1,403	90	6,867	419	6,862	-	5
TOTAL (in KCHF)	38,479	128,025	32,676	15,324	2,407	216,911	13,239	215,465	-	1,446

N.B. Figures in these tables are rounded off, may vary slightly from the amounts presented in other documents and may lead to differences in rounded-off addition results.

EUROPE AND CENTRAL ASIA BUDGET

Figures in KCHF

DELEGATION	PROGRAMME									
	Protection	Assistance	Prevention	Cooperation with National Societies	General	TOTAL 2015 BUDGET	of which overheads	Total cash	Total kind	Total service
Armenia	449	1,446	457	262	36	2,650	162	2,650	-	-
Azerbaijan	2,303	4,754	706	381	63	8,207	501	8,147	-	60
Georgia	2,417	6,556	1,226	592	102	10,893	665	10,893	-	-
Ukraine	5,486	37,196	2,621	1,497	76	46,877	2,861	46,877	-	-
Moscow (regional)	3,550	2,275	3,800	2,501	117	12,242	747	12,242	-	-
Paris (regional)	1,797	352	2,423	512	43	5,126	313	5,096	-	30
Tashkent (regional)	2,449	8,222	3,072	1,673	161	15,576	951	15,536	-	40
Western Balkans (regional)	2,610	158	445	573	79	3,866	236	3,866	-	-
Brussels	48	-	2,849	225	14	3,136	191	3,136	-	-
London	2,179	-	1,397	375	14	3,965	242	3,965	-	-
TOTAL (in KCHF)	23,289	60,958	18,996	8,591	703	112,537	6,868	112,407	-	130

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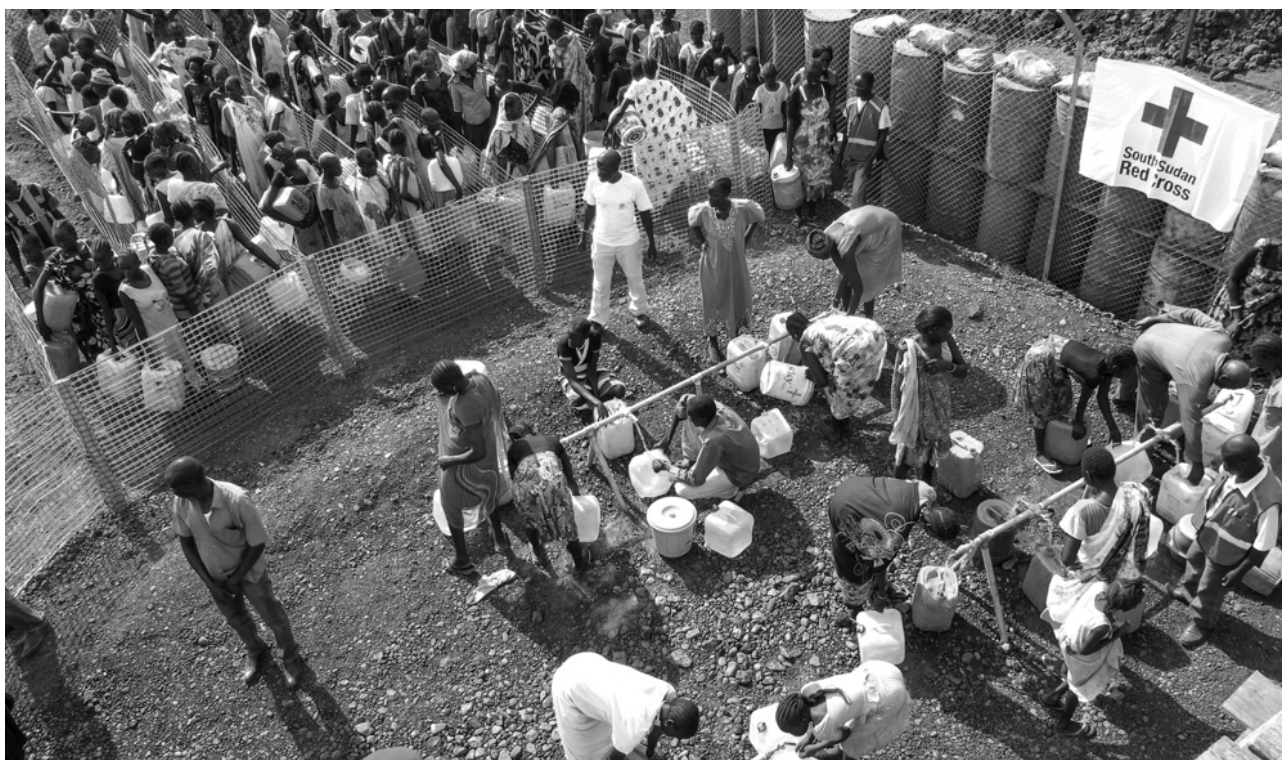
NEAR AND MIDDLE EAST BUDGET

Figures in KCHF

DELEGATION	PROGRAMME									
	Protection	Assistance	Prevention	Cooperation with National Societies	General	TOTAL 2015 BUDGET	of which overheads	Total cash	Total kind	Total service
Egypt	616	3,306	1,215	674	150	5,961	364	5,961	-	0
Iran, Islamic Republic of	1,223	1,433	1,545	723	63	4,987	304	4,987	-	-
Iraq	13,437	54,264	7,563	2,420	386	78,071	4,765	77,865	-	206
Israel and the Occupied Territories	17,570	22,299	7,281	3,063	282	50,494	3,082	49,916	-	577
Jordan	3,576	23,900	2,806	1,022	521	31,825	1,942	31,671	-	154
Lebanon	5,707	33,445	2,310	3,400	205	45,067	2,751	45,067	-	0
Syrian Arab Republic	3,945	150,239	2,769	7,065	235	164,253	10,025	164,202	-	51
Yemen	3,874	21,115	2,876	812	221	28,898	1,764	28,838	-	60
Kuwait (regional)	2,011	423	1,875	521	36	4,866	297	4,866	-	-
TOTAL (in KCHF)	51,957	310,425	30,241	19,700	2,099	414,421	25,293	413,373	-	1,048

N.B. Figures in these tables are rounded off, may vary slightly from the amounts presented in other documents and may lead to differences in rounded-off addition results.

AFRICA



© Jonathan Pease/ICRC

Juba, South Sudan. People line up to access drinking water at a camp hosting displaced persons in Juba. The ICRC and the South Sudan Red Cross Society built and set up this water distribution system.

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 reforms process and partners with it to restore links between separated family members.

BUDGET IN KCHF

Protection	1,280
Assistance	330
Prevention	881
Cooperation with National Societies	451
General	30
Total	2,973
<i>Of which: Overheads</i>	<i>181</i>

PERSONNEL

Mobile staff	7
Resident staff (daily workers not included)	15

BURUNDI

The ICRC has been present in Burundi since 1962, opening its delegation there in 1992 to help people overcome the humanitarian 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.

BUDGET IN KCHF	
Protection	1,477
Assistance	1,851
Prevention	574
Cooperation with National Societies	644
General	47
Total	4,592
<i>Of which: Overheads</i>	280

PERSONNEL	
Mobile staff	10
Resident staff (daily workers not included)	52

CENTRAL AFRICAN REPUBLIC

The ICRC opened a delegation in the Central African Republic in 2007 in view 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 emergency relief, medical, surgical and psychological care, helping people restore their livelihoods, and rehabilitating water/sanitation facilities. It visits detainees, restores links between separated relatives, promotes IHL and humanitarian principles among the authorities, armed forces and other armed groups, and civil society, and, with Movement partners, supports the Central African Red Cross Society's development.

BUDGET IN KCHF	
Protection	4,096
Assistance	38,114
Prevention	2,712
Cooperation with National Societies	1,834
General	150
Total	46,906
<i>Of which: Overheads</i>	2,827

PERSONNEL	
Mobile staff	79
Resident staff (daily workers not included)	377

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.

BUDGET IN KCHF	
Protection	1,620
Assistance	2,415
Prevention	1,352
Cooperation with National Societies	974
General	35
Total	6,398
<i>Of which: Overheads</i>	390

PERSONNEL	
Mobile staff	11
Resident staff (daily workers not included)	56

CONGO, DEMOCRATIC REPUBLIC OF THE

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 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 development of the Red Cross Society of the Democratic Republic of the Congo. It also promotes knowledge of and respect for IHL and international human rights law among the authorities.

BUDGET IN KCHF	
Protection	13,966
Assistance	41,431
Prevention	5,281
Cooperation with National Societies	2,373
General	356
Total	63,407
<i>Of which: Overheads</i>	3,768

PERSONNEL	
Mobile staff	100
Resident staff (daily workers not included)	763

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".

BUDGET IN KCHF	
Protection	788
Assistance	2,847
Prevention	445
Cooperation with National Societies	100
General	18
Total	4,198
<i>Of which: Overheads</i>	256

PERSONNEL	
Mobile staff	3
Resident staff (daily workers not included)	44

ETHIOPIA

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.

BUDGET IN KCHF	
Protection	4,947
Assistance	10,725
Prevention	3,095
Cooperation with National Societies	1,954
General	143
Total	20,863
<i>Of which: Overheads</i>	1,273

PERSONNEL	
Mobile staff	42
Resident staff (daily workers not included)	180

AFRICAN UNION

The ICRC, in its capacity as an official observer to the African Union (AU), works with member States to draw attention to problems requiring humanitarian action and to promote greater recognition of IHL and its integration into AU decisions and policies, as well as wider implementation of IHL throughout Africa. It also aims to raise awareness of and acceptance for the ICRC's role and activities within the AU Commission and other AU bodies. It endeavours to build strong relations with AU-accredited intergovernmental organizations, NGOs and UN agencies in Addis Ababa.

BUDGET IN KCHF

see under *Ethiopia*

PERSONNEL

see under *Ethiopia*

GUINEA

COVERING: Guinea, Sierra Leone

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, and improve the water supply and sanitation conditions. It visits detainees, monitoring their treatment and living conditions, and advises the authorities on detention-related matters. It promotes IHL and humanitarian principles among the armed and security forces, 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 in emergency response, and to promote the Movement.

BUDGET IN KCHF

Protection	2,101
Assistance	2,490
Prevention	1,101
Cooperation with National Societies	1,586
General	72
Total	7,350
<i>Of which: Overheads</i>	449

PERSONNEL

Mobile staff	10
Resident staff (daily workers not included)	84

LIBERIA

The ICRC has worked in Liberia since 1970, opening its delegation in 1990. As it winds down its activities protecting and assisting returnees (former IDPs and refugees) and residents, including children separated from their families, the ICRC focuses on carrying out multidisciplinary responses to emergencies and helping local actors do the same. In addition, it visits detainees and works with the authorities to improve conditions of detention. It also supports the Liberia National Red Cross Society and runs programmes to promote IHL among armed forces present in the country.

BUDGET IN KCHF

Protection	867
Assistance	14,558
Prevention	904
Cooperation with National Societies	1,087
General	50
Total	17,466
<i>Of which: Overheads</i>	1,066

PERSONNEL

Mobile staff	21
Resident staff (daily workers not included)	101

LIBYA

The ICRC opened a delegation in Libya in 2011 after social unrest escalated into armed conflict. It seeks to clarify the fate of missing persons and to address their families' needs. It also works to regain access to detainees. It supports the Libyan Red Crescent in developing its capacities and 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.

BUDGET IN KCHF

Protection	1,698
Assistance	4,366
Prevention	1,549
Cooperation with National Societies	1,625
General	122
Total	9,360
<i>Of which: Overheads</i>	571

PERSONNEL

Mobile staff	10
Resident staff (daily workers not included)	90

MALI

Continually working in the country 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.

BUDGET IN KCHF

Protection	4,638
Assistance	38,014
Prevention	3,035
Cooperation with National Societies	1,698
General	246
Total	47,632
<i>Of which: Overheads</i>	2,907

PERSONNEL

Mobile staff	64
Resident staff (daily workers not included)	338

MAURITANIA

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.

BUDGET IN KCHF

Protection	1,297
Assistance	1,970
Prevention	775
Cooperation with National Societies	560
General	30
Total	4,633
<i>Of which: Overheads</i>	283

PERSONNEL

Mobile staff	8
Resident staff (daily workers not included)	35

MOROCCO

The ICRC's work in Morocco dates back to 1975 during the Western Sahara conflict. Opening in 2015, its delegation aims to encourage cooperation with the Moroccan authorities, so as to facilitate IHL promotion and implementation at national level. It also seeks to support the Moroccan Red Crescent in building its operational capacities, particularly in family-links services and mine-risk education.

BUDGET IN KCHF	
Protection	703
Assistance	-
Prevention	462
Cooperation with National Societies	625
General	-
Total	1,789
<i>Of which: Overheads</i>	<i>109</i>

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

NIGER

The ICRC has been present in Niger since 1982; beginning in 2013, the former Niamey regional delegation began covering only operations in the country. It seeks to protect and assist people affected by intercommunal violence and adverse climatic conditions, including migrants and others suffering the consequences of the fighting in neighbouring countries. It visits detainees, providing them with aid where necessary; promotes IHL among armed and security forces and other weapon bearers; and encourages its implementation by the national authorities. It works closely with and helps the Red Cross Society of Niger develop its operational capacities.

BUDGET IN KCHF	
Protection	2,380
Assistance	10,008
Prevention	1,485
Cooperation with National Societies	1,017
General	85
Total	14,975
<i>Of which: Overheads</i>	<i>914</i>

PERSONNEL	
Mobile staff	18
Resident staff (daily workers not included)	134

NIGERIA

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 local health services to respond to emergencies throughout the country. It supports the National Society's capacity-building efforts for its emergency preparedness and family-links services. 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.

BUDGET IN KCHF	
Protection	3,069
Assistance	15,050
Prevention	3,068
Cooperation with National Societies	2,061
General	76
Total	23,325
<i>Of which: Overheads</i>	<i>1,424</i>

PERSONNEL	
Mobile staff	42
Resident staff (daily workers not included)	164

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.

BUDGET IN KCHF	
Protection	3,268
Assistance	1,615
Prevention	796
Cooperation with National Societies	508
General	66
Total	6,253
<i>Of which: Overheads</i>	382

PERSONNEL	
Mobile staff	15
Resident staff (daily workers not included)	73

SOMALIA

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 supports the National Society's development.

BUDGET IN KCHF	
Protection	4,247
Assistance	63,366
Prevention	3,532
Cooperation with National Societies	2,346
General	255
Total	73,746
<i>Of which: Overheads</i>	4,501

PERSONNEL	
Mobile staff	40
Resident staff (daily workers not included)	124

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 non-international and international 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.

BUDGET IN KCHF	
Protection	10,385
Assistance	107,615
Prevention	7,083
Cooperation with National Societies	5,700
General	413
Total	131,196
<i>Of which: Overheads</i>	8,007

PERSONNEL	
Mobile staff	154
Resident staff (daily workers not included)	755

SUDAN

The ICRC has been present in Sudan since 1978. It focused on addressing the consequences of armed conflicts in Darfur and between South Sudan and Sudan. Based on an agreement with the authorities, it pursues discussions on the requirements/procedures necessary to fully resume its work addressing needs arising from conflicts in the country – particularly ensuring 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 family contact. When operational, the ICRC works in close cooperation with and supports the Sudanese Red Crescent Society.

BUDGET IN KCHF	
Protection	462
Assistance	856
Prevention	2,691
Cooperation with National Societies	706
General	243
Total	4,958
<i>Of which: Overheads</i>	303

PERSONNEL	
Mobile staff	4
Resident staff (daily workers not included)	126

UGANDA

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.

BUDGET IN KCHF	
Protection	2,415
Assistance	-
Prevention	944
Cooperation with National Societies	849
General	34
Total	4,242
<i>Of which: Overheads</i>	259

PERSONNEL	
Mobile staff	9
Resident staff (daily workers not included)	31

ABIDJAN (REGIONAL)

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

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 of the 2011 post-election conflict, as well as of armed conflicts and other situations of violence in the greater region.

BUDGET IN KCHF	
Protection	2,694
Assistance	6,167
Prevention	1,968
Cooperation with National Societies	1,856
General	121
Total	12,806
<i>Of which: Overheads</i>	782

PERSONNEL	
Mobile staff	34
Resident staff (daily workers not included)	192

ANTANANARIVO (REGIONAL)

COVERING: Comoros, Madagascar, Mauritius, Seychelles

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 authorities to help 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.

BUDGET IN KCHF	
Protection	1,192
Assistance	1,795
Prevention	508
Cooperation with National Societies	479
General	23
Total	3,997
<i>Of which: Overheads</i>	<i>244</i>

PERSONNEL	
Mobile staff	8
Resident staff (daily workers not included)	30

DAKAR (REGIONAL)

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

The ICRC opened a regional delegation in Dakar in 1989, although it had already worked in the region for several 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.

BUDGET IN KCHF	
Protection	1,764
Assistance	3,601
Prevention	2,208
Cooperation with National Societies	1,152
General	194
Total	8,921
<i>Of which: Overheads</i>	<i>544</i>

PERSONNEL	
Mobile staff	17
Resident staff (daily workers not included)	128

HARARE (REGIONAL)

COVERING: Malawi, Mozambique, Namibia, Zambia, Zimbabwe

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. In Mozambique, it provides emergency assistance to some communities experiencing tensions. Regionwide, it helps refugees and separated relatives 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.

BUDGET IN KCHF	
Protection	1,975
Assistance	3,794
Prevention	1,350
Cooperation with National Societies	1,100
General	57
Total	8,275
<i>Of which: Overheads</i>	<i>505</i>

PERSONNEL	
Mobile staff	9
Resident staff (daily workers not included)	72

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.

BUDGET IN KCHF	
Protection	2,532
Assistance	929
Prevention	2,778
Cooperation with National Societies	1,363
General	479
Total	8,081
<i>Of which: Overheads</i>	493

PERSONNEL	
Mobile staff	37
Resident staff (daily workers not included)	327

PRETORIA (REGIONAL)

COVERING: Botswana, Lesotho, South Africa, Swaziland

The ICRC has worked in South Africa since the early 1960s, opening a regional delegation in Pretoria in 1978. It visits detainees of particular concern in Lesotho, South Africa and Swaziland, monitoring their conditions; helps refugees, asylum seekers and other migrants to restore contact with relatives. It also works with local actors to address urban violence among South African youth. It promotes IHL treaty ratification and national implementation and supports the incorporation of IHL into military training and university curricula, particularly in South Africa given its regional influence. The ICRC supports the region's National Societies in building their capacities.

BUDGET IN KCHF	
Protection	915
Assistance	-
Prevention	1,030
Cooperation with National Societies	622
General	29
Total	2,596
<i>Of which: Overheads</i>	158

PERSONNEL	
Mobile staff	6
Resident staff (daily workers not included)	24

TUNIS (REGIONAL)

COVERING: Tunisia, Western Sahara

The regional delegation based in Tunis, which has been operating since 1987, visits people deprived of their freedom in Tunisia, monitoring their treatment and conditions of detention. It addresses issues of humanitarian concern arising from the aftermath of the Western Sahara conflict. It promotes awareness of IHL among the authorities, armed forces and other armed groups, as well as implementation of the law by these actors. The ICRC supports the Tunisian Red Crescent in building its capacities.

BUDGET IN KCHF	
Protection	1,461
Assistance	2,575
Prevention	1,074
Cooperation with National Societies	300
General	50
Total	5,459
<i>Of which: Overheads</i>	333

PERSONNEL	
Mobile staff	17
Resident staff (daily workers not included)	38

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, helps restore contact between refugees, migrants and their families, and responds to the emergency needs of refugees in northern Cameroon. 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.

BUDGET IN KCHF

Protection	1,857
Assistance	1,521
Prevention	1,855
Cooperation with National Societies	1,290
General	39
Total	6,562
<i>Of which: Overheads</i>	<i>401</i>

PERSONNEL

Mobile staff	13
Resident staff (daily workers not included)	56

AMERICAS



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Tegucigalpa, neighbourhood of Vista Hermosa, games library of the “Expanding Opportunities Project” of the Honduran Red Cross. Crafts activities are organised for the residents of the five neighbourhoods that the project covers.

COLOMBIA

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.

BUDGET IN KCHF	
Protection	9,813
Assistance	17,221
Prevention	3,829
Cooperation with National Societies	1,596
General	865
Total	33,324
<i>Of which: Overheads</i>	<i>2,034</i>

PERSONNEL	
Mobile staff	57
Resident staff (daily workers not included)	302

HAITI

COVERING: Dominican Republic, 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 contact with all weapon bearers, particularly in violence-prone neighbourhoods in Port-au-Prince. It helps the security forces organize training sessions, with a view to integrating international human rights norms into their doctrine. 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.

BUDGET IN KCHF	
Protection	968
Assistance	2,397
Prevention	449
Cooperation with National Societies	1,051
General	32
Total	4,898
<i>Of which: Overheads</i>	299

PERSONNEL	
Mobile staff	6
Resident staff (daily workers not included)	58

BRASILIA (REGIONAL)

COVERING: Argentina, Brazil, Chile, Paraguay, Uruguay

The ICRC has been present in the region since 1975. It 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.

BUDGET IN KCHF	
Protection	2,354
Assistance	579
Prevention	2,963
Cooperation with National Societies	1,468
General	158
Total	7,521
<i>Of which: Overheads</i>	459

PERSONNEL	
Mobile staff	7
Resident staff (daily workers not included)	57

CARACAS (REGIONAL)

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

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 seeks to visit security detainees in Venezuela 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.

BUDGET IN KCHF	
Protection	857
Assistance	-
Prevention	1,413
Cooperation with National Societies	796
General	3
Total	3,070
<i>Of which: Overheads</i>	187

PERSONNEL	
Mobile staff	4
Resident staff (daily workers not included)	12

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.

BUDGET IN KCHF	
Protection	2,073
Assistance	1,030
Prevention	2,295
Cooperation with National Societies	814
General	46
Total	6,257
<i>Of which: Overheads</i>	382

PERSONNEL	
Mobile staff	5
Resident staff (daily workers not included)	47

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 the region's National Societies strengthen their capacities and works with them to 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.

BUDGET IN KCHF	
Protection	5,365
Assistance	7,821
Prevention	3,161
Cooperation with National Societies	1,374
General	158
Total	17,879
<i>Of which: Overheads</i>	1,091

PERSONNEL	
Mobile staff	35
Resident staff (daily workers not included)	134

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.

BUDGET IN KCHF	
Protection	2,415
Assistance	274
Prevention	3,321
Cooperation with National Societies	618
General	90
Total	6,719
<i>Of which: Overheads</i>	410

PERSONNEL	
Mobile staff	11
Resident staff (daily workers not included)	27

NEW YORK

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 and keeps updated on trends and developments relating to humanitarian issues and promotes IHL.

BUDGET IN KCHF

Protection	-
Assistance	-
Prevention	2,758
Cooperation with National Societies	-
General	16
Total	2,774
<i>Of which: Overheads</i>	<i>169</i>

PERSONNEL

Mobile staff	3
Resident staff (daily workers not included)	11

ASIA AND THE PACIFIC



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Eastern Samar, Philippines. ICRC engineers are connecting the purified water bladder with the water supply network of the community to help the population affected by typhoon Haiyan.

AFGHANISTAN

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: visiting detainees, monitoring their treatment and living conditions, 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.

BUDGET IN KCHF	
Protection	12,808
Assistance	60,304
Prevention	4,329
Cooperation with National Societies	1,879
General	785
Total	80,104
<i>Of which: Overheads</i>	4,889

PERSONNEL	
Mobile staff	105
Resident staff (daily workers not included)	1,700

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.

BUDGET IN KCHF	
Protection	1,779
Assistance	4,433
Prevention	1,154
Cooperation with National Societies	695
General	91
Total	8,153
<i>Of which: Overheads</i>	498

PERSONNEL	
Mobile staff	20
Resident staff (daily workers not included)	75

MYANMAR

The ICRC began working in Myanmar in 1986. It visits detainees, offers them family-links services and helps improve conditions in places of detention; and promotes IHL and other international norms and humanitarian principles. Working with the Myanmar Red Cross Society in most cases, it responds to the needs of displaced persons and vulnerable communities in conflict/violence-prone areas. 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.

BUDGET IN KCHF	
Protection	4,568
Assistance	19,405
Prevention	2,615
Cooperation with National Societies	1,948
General	229
Total	28,765
<i>Of which: Overheads</i>	1,756

PERSONNEL	
Mobile staff	61
Resident staff (daily workers not included)	361

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 helping improve local capacities to provide 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.

BUDGET IN KCHF	
Protection	682
Assistance	1,620
Prevention	582
Cooperation with National Societies	301
General	66
Total	3,252
<i>Of which: Overheads</i>	198

PERSONNEL	
Mobile staff	3
Resident staff (daily workers not included)	55

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.

BUDGET IN KCHF	
Protection	1,064
Assistance	8,986
Prevention	3,672
Cooperation with National Societies	2,400
General	168
Total	16,289
<i>Of which: Overheads</i>	994

PERSONNEL	
Mobile staff	21
Resident staff (daily workers not included)	237

PHILIPPINES

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. It reminds all actors with bearing on humanitarian matters of their obligations under IHL or other humanitarian norms. 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.

BUDGET IN KCHF	
Protection	3,147
Assistance	11,652
Prevention	1,965
Cooperation with National Societies	1,364
General	200
Total	18,328
<i>Of which: Overheads</i>	1,119

PERSONNEL	
Mobile staff	28
Resident staff (daily workers not included)	206

SRI LANKA

The ICRC has worked in Sri Lanka since 1989. Operations focus on assisting civilians affected by the past armed conflict, in particular working with returnees, former detainees and other especially vulnerable residents to boost their economic security; visiting detainees and aiding the authorities in improving prison management; helping clarify the fate of missing persons and supporting their families; and providing backing for the Sri Lanka Red Cross Society's family-links services. It also supports the armed forces' training in IHL.

BUDGET IN KCHF	
Protection	3,572
Assistance	3,008
Prevention	740
Cooperation with National Societies	355
General	80
Total	7,756
<i>Of which: Overheads</i>	473

PERSONNEL	
Mobile staff	19
Resident staff (daily workers not included)	83

BANGKOK (REGIONAL)

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

Having 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/assist vulnerable populations in Thailand and the 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 assistive/mobility devices.

BUDGET IN KCHF

Protection	3,894
Assistance	5,322
Prevention	3,166
Cooperation with National Societies	1,234
General	291
Total	13,906
<i>Of which: Overheads</i>	849

PERSONNEL

Mobile staff	42
Resident staff (daily workers not included)	134

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 assistive/mobility devices.

BUDGET IN KCHF

Protection	691
Assistance	5,331
Prevention	4,464
Cooperation with National Societies	1,475
General	107
Total	12,069
<i>Of which: Overheads</i>	737

PERSONNEL

Mobile staff	20
Resident staff (daily workers not included)	54

JAKARTA (REGIONAL)

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

The ICRC established a presence in Indonesia in 1979 and in Timor-Leste following its independence in 2002. It supports the National Societies in boosting their emergency response capacities. The ICRC promotes the importance of improving penitentiary standards, while seeking to visit detainees and monitor conditions. It works with the armed forces (and the police in Indonesia) to encourage 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 encourages efforts to clarify the fate of missing persons.

BUDGET IN KCHF

Protection	785
Assistance	278
Prevention	2,498
Cooperation with National Societies	705
General	59
Total	4,325
<i>Of which: Overheads</i>	264

PERSONNEL

Mobile staff	8
Resident staff (daily workers not included)	44

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 for Movement cooperation.

BUDGET IN KCHF	
Protection	1,539
Assistance	860
Prevention	2,788
Cooperation with National Societies	622
General	76
Total	5,885
<i>Of which: Overheads</i>	359

PERSONNEL	
Mobile staff	15
Resident staff (daily workers not included)	39

NEW DELHI (REGIONAL)

COVERING: Bhutan, India, Maldives

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.

BUDGET IN KCHF	
Protection	2,507
Assistance	4,994
Prevention	2,605
Cooperation with National Societies	942
General	166
Total	11,214
<i>Of which: Overheads</i>	684

PERSONNEL	
Mobile staff	28
Resident staff (daily workers not included)	142

SUVA (REGIONAL)

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

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.

BUDGET IN KCHF	
Protection	1,443
Assistance	1,831
Prevention	2,099
Cooperation with National Societies	1,403
General	90
Total	6,867
<i>Of which: Overheads</i>	419

PERSONNEL	
Mobile staff	11
Resident staff (daily workers not included)	38

EUROPE AND CENTRAL ASIA



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Tavush district, Armenia. This house is located in a village near the international border between Armenia and Azerbaijan. Communities living in these areas face insecurity owing to cross-border fire.

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 the Armenian Red Cross Society strengthen its capacities.

BUDGET IN KCHF	
Protection	449
Assistance	1,446
Prevention	457
Cooperation with National Societies	262
General	36
Total	2,650
<i>Of which: Overheads</i>	<i>162</i>

PERSONNEL	
Mobile staff	2
Resident staff (daily workers not included)	33

AZERBAIJAN

The ICRC has been working in Azerbaijan 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 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 the Red Crescent Society of Azerbaijan strengthen its capacities.

BUDGET IN KCHF	
Protection	2,303
Assistance	4,754
Prevention	706
Cooperation with National Societies	381
General	63
Total	8,207
<i>Of which: Overheads</i>	<i>501</i>

PERSONNEL	
Mobile staff	15
Resident staff (daily workers not included)	77

GEORGIA

The ICRC has been present in Georgia since 1992. Acting as a neutral intermediary, it contributes to efforts to clarify the fate/whereabouts of missing persons, including by offering its forensic expertise to the actors concerned. 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 South Ossetia. 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 the Red Cross Society of Georgia strengthen its capacities.

BUDGET IN KCHF	
Protection	2,417
Assistance	6,556
Prevention	1,226
Cooperation with National Societies	592
General	102
Total	10,893
<i>Of which: Overheads</i>	<i>665</i>

PERSONNEL	
Mobile staff	17
Resident staff (daily workers not included)	171

UKRAINE

In 2014, the ICRC expanded its presence in Ukraine, including by upgrading its Kyiv office into a delegation; it helps protect and assist conflict-affected people in eastern Ukraine. It responds to emergency needs, particularly in terms of providing basic relief assistance; facilitating access to medical care and other essential services, and restoring family links. The ICRC seeks access to all persons deprived of freedom. In dialogue with all parties to the conflict, it encourages compliance with IHL and humanitarian principles. The ICRC supports the Ukrainian Red Cross Society in improving its emergency preparedness and its delivery of humanitarian assistance.

BUDGET IN KCHF	
Protection	5,486
Assistance	37,196
Prevention	2,621
Cooperation with National Societies	1,497
General	76
Total	46,877
<i>Of which: Overheads</i>	<i>2,861</i>

PERSONNEL	
Mobile staff	62
Resident staff (daily workers not included)	175

MOSCOW (REGIONAL)

COVERING: Belarus, Republic of Moldova, Russian Federation

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, including people displaced from eastern Ukraine. 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.

BUDGET IN KCHF	
Protection	3,550
Assistance	2,275
Prevention	3,800
Cooperation with National Societies	2,501
General	117
Total	12,242
<i>Of which: Overheads</i>	747

PERSONNEL	
Mobile staff	15
Resident staff (daily workers not included)	139

PARIS (REGIONAL)

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

Throughout the region, the ICRC engages in regular dialogue on IHL, its implementation, and other humanitarian concerns with the authorities, military and academic circles, and third country representatives; increases awareness of its mandate; and mobilizes political and financial support for its activities. It visits people held by international criminal tribunals based in the region. It also follows up on people formerly held at the US internment facility at Guantanamo Bay Naval Station in Cuba. The ICRC works with the National Societies on their international activities and IHL promotion and, through them, enables migrants to contact their families.

BUDGET IN KCHF	
Protection	1,797
Assistance	352
Prevention	2,423
Cooperation with National Societies	512
General	43
Total	5,126
<i>Of which: Overheads</i>	313

PERSONNEL	
Mobile staff	7
Resident staff (daily workers not included)	16

TASHKENT (REGIONAL)

COVERING: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

The ICRC has been present in Central Asia since 1992. In Kyrgyzstan and Tajikistan, it works to protect and assist vulnerable populations affected by tensions and violence, sometimes working with the National Societies. In Kyrgyzstan, it helps the authorities improve detainees' conditions, especially with regard to health care access. The ICRC assists the region's National Societies in building their capacities, particularly in the fields of emergency preparedness, restoring family links, and promoting IHL. Throughout the region, it supports the implementation of IHL and other norms relevant to the use of force, and fosters understanding of the ICRC's mandate and work.

BUDGET IN KCHF	
Protection	2,449
Assistance	8,222
Prevention	3,072
Cooperation with National Societies	1,673
General	161
Total	15,576
<i>Of which: Overheads</i>	951

PERSONNEL	
Mobile staff	27
Resident staff (daily workers not included)	194

WESTERN BALKANS (REGIONAL)

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

*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.

BUDGET IN KCHF	
Protection	2,610
Assistance	158
Prevention	445
Cooperation with National Societies	573
General	79
Total	3,866
<i>Of which: Overheads</i>	236

PERSONNEL	
Mobile staff	3
Resident staff (daily workers not included)	39

BRUSSELS

COVERING: Institutions of the European Union, NATO and the NATO Parliamentary Assembly, specific armed forces in Western Europe and Belgium

The ICRC has been working in Brussels since 1999, building strong institutional and operational relations with European Union institutions, NATO and its Parliamentary Assembly, specific 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, as well as for IHL.

BUDGET IN KCHF	
Protection	48
Assistance	-
Prevention	2,849
Cooperation with National Societies	225
General	14
Total	3,136
<i>Of which: Overheads</i>	191

PERSONNEL	
Mobile staff	2
Resident staff (daily workers not included)	13

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 secure broad support for IHL and ICRC and Movement operations. It has similar contact with the Irish authorities and is developing its cooperation with the armed forces. The mission operates in partnership with the British Red Cross on a range of common areas, while cooperation with the Irish Red Cross is concentrated on IHL and issues related to Movement coordination.

BUDGET IN KCHF	
Protection	2,179
Assistance	-
Prevention	1,397
Cooperation with National Societies	375
General	14
Total	3,965
<i>Of which: Overheads</i>	242

PERSONNEL	
Mobile staff	3
Resident staff (daily workers not included)	15

NEAR AND MIDDLE EAST



© Didier Revol/ICRC

Assembly point in Bustana, Jordan. ICRC trucks regularly deliver blankets, jerrycans and hygiene items to refugees fleeing the Syrian Arab Republic.

EGYPT

COVERING: Egypt, League of Arab States

The ICRC has been in Egypt, with some interruptions, since the beginning of the Second World War. It works with the Egyptian Red Crescent Society to help it boost its emergency preparedness in relation to needs arising from situations of violence, focusing on first-aid care; as necessary, it provides support to refugees. It seeks to visit people detained in Egypt. The ICRC's regional legal advisory, communication and documentation centre works in 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.

BUDGET IN KCHF

Protection	616
Assistance	3,306
Prevention	1,215
Cooperation with National Societies	674
General	150
Total	5,961
<i>Of which: Overheads</i>	364

PERSONNEL

Mobile staff	7
Resident staff (daily workers not included)	56

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.

BUDGET IN KCHF	
Protection	1,223
Assistance	1,433
Prevention	1,545
Cooperation with National Societies	723
General	63
Total	4,987
<i>Of which: Overheads</i>	<i>304</i>

PERSONNEL	
Mobile staff	7
Resident staff (daily workers not included)	45

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 meet their basic needs during emergencies and restore their livelihoods in remote and/or neglected, violence-prone areas; supporting physical rehabilitation, primary health care centres and hospitals; and repairing water, health and detention infrastructure. The ICRC promotes IHL among weapon bearers and supports the Iraqi Red Crescent Society.

BUDGET IN KCHF	
Protection	13,437
Assistance	54,264
Prevention	7,563
Cooperation with National Societies	2,420
General	386
Total	78,071
<i>Of which: Overheads</i>	<i>4,765</i>

PERSONNEL	
Mobile staff	98
Resident staff (daily workers not included)	784

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 relating 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 in Israel and the Palestine Red Crescent Society.

BUDGET IN KCHF	
Protection	17,570
Assistance	22,299
Prevention	7,281
Cooperation with National Societies	3,063
General	282
Total	50,494
<i>Of which: Overheads</i>	<i>3,082</i>

PERSONNEL	
Mobile staff	68
Resident staff (daily workers not included)	322

JORDAN

The ICRC has been present in Jordan since the 1967 Arab-Israeli war. It visits detainees, monitoring their treatment and living conditions, and provides tracing and RCM services to enable civilians, including refugees, and foreign detainees to restore contact with their family members. In cooperation with the Jordan National Red Crescent Society, the ICRC supports and assists refugees from across the region. It also partners the National Society in promoting IHL throughout Jordanian society. The delegation provides logistical support to ICRC relief operations in the region and beyond.

BUDGET IN KCHF	
Protection	3,576
Assistance	23,900
Prevention	2,806
Cooperation with National Societies	1,022
General	521
Total	31,825
<i>Of which: Overheads</i>	<i>1,942</i>

PERSONNEL	
Mobile staff	51
Resident staff (daily workers not included)	247

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. It facilitates access to water and provides medical care and other relief to refugees who fled the armed conflict in the Syrian Arab Republic. It visits detainees; offers 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.

BUDGET IN KCHF	
Protection	5,707
Assistance	33,445
Prevention	2,310
Cooperation with National Societies	3,400
General	205
Total	45,067
<i>Of which: Overheads</i>	<i>2,751</i>

PERSONNEL	
Mobile staff	66
Resident staff (daily workers not included)	272

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 and to foster 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.

BUDGET IN KCHF	
Protection	3,945
Assistance	150,239
Prevention	2,769
Cooperation with National Societies	7,065
General	235
Total	164,253
<i>Of which: Overheads</i>	<i>10,025</i>

PERSONNEL	
Mobile staff	70
Resident staff (daily workers not included)	359

YEMEN

The ICRC has been working in Yemen since the civil war in 1962. It responds to the humanitarian consequences of 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 those in need; monitoring the treatment and living conditions of people held in relation to the situation; and enabling them, other nationals and refugees to restore contact with their relatives, including those abroad. The ICRC promotes respect for humanitarian principles and IHL, primarily among weapon bearers. The ICRC works with the Yemen Red Crescent Society.

BUDGET IN KCHF	
Protection	3,874
Assistance	21,115
Prevention	2,876
Cooperation with National Societies	812
General	221
Total	28,898
<i>Of which: Overheads</i>	<i>1,764</i>

PERSONNEL	
Mobile staff	52
Resident staff (daily workers not included)	231

KUWAIT (REGIONAL)

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

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 influential circles. Strengthening partnerships with the Red Crescent Societies of the region is another priority, along with resource mobilization and coordination with other actors.

BUDGET IN KCHF	
Protection	2,011
Assistance	423
Prevention	1,875
Cooperation with National Societies	521
General	36
Total	4,866
<i>Of which: Overheads</i>	<i>297</i>

PERSONNEL	
Mobile staff	10
Resident staff (daily workers not included)	31

ANNEX 1: THE ICRC'S OPERATIONAL APPROACH TO RESULT-BASED MANAGEMENT: IMPROVING HUMANITARIAN ACTION

Managing ICRC operations: the cycle and the results

Introduction

The ICRC management cycle

The yearly or bi-yearly internal planning process

Results and indicators

Pragmatic approach to result-based management

Result-based management in ICRC programmes

Introduction

Protection

Assistance

Prevention

Cooperation with National Societies

Result-based management and standard reporting to donors

Cyclical standard reporting documents

Other standard reporting documents

MANAGING ICRC OPERATIONS: THE CYCLE AND THE RESULTS

INTRODUCTION

People benefiting from humanitarian action depend on the quality of the service they get from organizations in a process they can only relatively influence. Those organizations therefore have an ethical responsibility to take into account the beneficiaries' wishes and vulnerabilities, as well as local capacities and culture, and to manage resources efficiently and produce results that have a beneficial effect on the population's situation. They also have a responsibility to their donors to ensure that the funds they receive are used optimally.

Result-based management is a structured approach that keeps an organization focused on the expected results for the beneficiaries throughout the management cycle, and not simply on the implementation of activities or budget control. The ICRC employs result-based management chiefly to enhance the effectiveness of its action for people affected by armed conflict and other situations of violence and to increase its accountability, first to the beneficiaries concerned, and second to other external stakeholders, in particular donors. Result-based management links activities from one stage to the next, generates structured information at each stage, provides coherent information for management and reporting purposes, and ensures that resources are used to best effect.

In employing the result-based approach, the ICRC works according to the following definitions of the terminology

used, adopted on the basis of a common understanding in existing literature:

- ▶ **input:** human, technical, material and financial resources and logistical means that enable a person/organization to do something
- ▶ **activity:** any action or process through which inputs are combined to generate goods and services (outputs)
- ▶ **output:** the products, goods and services that people receive as a result of ICRC activities and that are expected to **lead** to the achievement of outcomes
- ▶ **outcome:** short- and medium-term
 - **short-term outcome:** the likely, or achieved, short-term effects of the output that are expected to **lead** to the achievement of medium-term outcomes
 - **medium-term outcome:** the likely, or achieved, medium-term (1- to 5-year) effects of the short-term outcome that are expected to **contribute** to the impact
- ▶ **impact:** primary and secondary, long-term effects to which interventions **contribute**, positively or negatively, directly or indirectly, intended or unintended. The ICRC, as any other actor, is likely only to contribute to an impact.

At the ICRC, result-based management is in part translated into the organization's yearly or bi-yearly internal **Planning for Results** (PfR) process. The ICRC defines the PfR process as a "corporate function that assesses context, target groups, problems/needs, risks, constraints and opportunities and sets priorities to ensure an appropriate level of coordination and alignment of action and resour-

ces towards the achievement of expected results". The PfR process is carried out within the ICRC's three-dimensional framework of *contexts*, *target populations* and *programmes*, which serves the ICRC in both operational and financial management terms:

Context	Target population	Programme
Single country, group of countries, or other context	<ul style="list-style-type: none"> • Civilians • People deprived of their freedom • Wounded and sick • Actors of influence • Red Cross and Red Crescent Movement 	<ul style="list-style-type: none"> • Protection • Assistance • Prevention • Cooperation

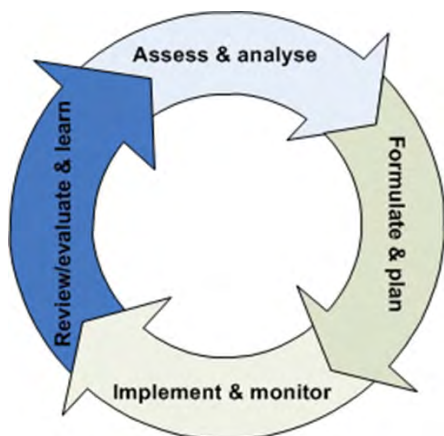
Target populations are further broken down into sub-target populations, and programmes into sub-programmes.

The three-dimensional framework and the PfR methodology were introduced into the ICRC's management procedures in 1998 in a process encompassing: the development of electronic tools to support the implementation of the methodology; the progressive and ongoing adaptation of all operational guidelines on the various ICRC fields of activity; and continuous training for staff, particularly those in the field. The accounting model was also adapted to include both financial accounting and cost/analytical accounting.

THE ICRC MANAGEMENT CYCLE

The management cycle for ICRC activities aims to maximize the benefits of programmes for the beneficiaries, ensuring that actions are: **relevant** to the needs of the beneficiaries; **feasible** (insofar as objectives can be realistically achieved within the constraints of the working environment and the capabilities of the implementing organization); and, whenever appropriate, **sustainable** (taking into account longer-term impact and looking for lasting solutions to the needs or problems encountered).

According to the terminology used at the ICRC, the management cycle starts with an **assessment**, which, after **analysis**, may lead to the **formulation/planning, implementation, monitoring, review** and, in some cases, **evaluation** of a humanitarian operation. The entire cycle and the decisions taken therein are consistent with the ICRC's mandate and its legal and policy framework. The cycle contributes to result-based management by rationalizing the steps leading to a successful outcome for the beneficiaries. It has four components.



The phases of the cycle are progressive: each phase needs to be completed for the next to be tackled with success, with the exception of **monitoring**, which is a **continuous process** during the implementation phase. Decision-making criteria and procedures are defined at each stage, including key information requirements and quality assessment criteria. Monitoring serves to recalibrate the operation to ensure it remains focused on the achievement of the expected result, as well as to verify that the expected result is still pertinent. New planning draws on the results of monitoring, reviewing and, in some cases, evaluating previous action, programmes and activities as part of a structured process of feedback and institutional learning.

THE STAGES OF THE MANAGEMENT CYCLE AND THEIR DEFINITION

Assessment and analysis

Through **assessments**, the ICRC aims to understand a situation in order to identify the problem(s) facing a target population, their causes and the consequences for the target population. The purpose of an assessment is simply to *identify* any problems, not to work out *whether* and *how* to address them. The assessment stage involves collecting information and data (including disaggregated data by gender and age), both independently and during contacts with the target population itself, the authorities at all levels, and any other stakeholders.

The ICRC then conducts a thorough **analysis** of the information gathered during the assessment to determine the current situation. It is necessary to know what the conditions are at the beginning in order to establish what needs to be achieved. This is the **baseline**: a set of information that defines the initial situation that must be improved and against which any future improvement will be measured. This is essential for determining objectives.

Formulation and planning

The aim of this phase is to define the expected future situation of the affected populations on the basis of the problems they are currently facing. This is the **objective** (the target), which is used to determine the means of achieving the new status. Once the expected new situation of the target population has been defined, a **plan of action** is formulated (with corresponding budget/human resources), outlining the steps required to move from the baseline situation to the target situation. Tools, including any relevant indicators, for monitoring, reviewing, evaluating and ensuring that the ICRC can learn from the process are decided on at this stage.

Implementation and monitoring

During this phase, the ICRC carries out the various activities identified during the formulation/planning stage as being required to achieve the expected results for the target population.

Once **implementation** of the plan of action begins, so does monitoring, using the tools defined at the formulation/planning stage. **Monitoring** is a continuous and systematic process of self-assessment throughout the life of the operation, which involves collecting, measuring, recording and analysing information (including disaggregated data by gender and age) on all the planned activities and the results being achieved for the target population. It also includes

continuous monitoring and analysis of the situation of the target population and of the general context in which the operation is taking place. It aids management, with the ultimate goal of ensuring the effective delivery of relevant and good-quality service.

Review, evaluation and learning

Reviews are periodic or ad hoc internal examinations of performance that take place at various levels: from the context as a whole, which happens at least once a year (see below), down to the sub-target population (e.g. physically disabled people, under *Wounded and sick*) and sub-programme (e.g. economic security, under *Assistance*), and even in a limited geographical area within the context.

Reviews take the form of qualitative and quantitative, narrative and figure-based reports which are prepared by: teams in the field (usually), professionals from ICRC headquarters (often), mixed teams involving internal and external specialists (more rarely), or external specialists mandated by the ICRC (also more rarely).

Information on the interim situation (the results so far) is compared with information on the intended results (the objective) and on the initial situation (the baseline) to identify any significant deviations from the plan. In this way, the ICRC is able to identify problems and take corrective action. Either it will modify the way in which it seeks to achieve its objective, or it will modify the objective itself if it finds that the baseline situation or the needs have changed. As such, **the stages of the management cycle are replicated at various operational levels, multiple times, within the overall yearly or bi-yearly cycle for a given context.**

An **evaluation** is defined by the ICRC as an independent, objective and systematic examination of the design, implementation and results of an initiative, programme, operation or policy against recognized criteria. It is intended to articulate findings, draw conclusions and make recommendations in order that the ICRC may draw lessons, improve overall policy and practice, and enhance accountability. Evaluations commissioned by the ICRC are internal, while those commissioned by stakeholders outside the institution are external; those taken on by the ICRC together with outside stakeholders are joint evaluations. Internal and joint evaluations aim to influence ICRC action over the long term, on the basis of their findings. Given the magnitude of the undertaking, only a few evaluations are carried out each year.

The ICRC's Office of the Director-General supports internal and joint evaluations led by the different departments and their units. This process includes providing guidance to departments in writing the terms of reference, recruiting the independent evaluators, organizing visits and interviews, reading and commenting on draft reports, organizing round-table meetings with the evaluators and the main internal stakeholders to present and discuss the findings, conclusions and recommendations of the evaluation, and preparing the final report. A steering committee comprising all those involved is generally established for internal evaluations. The main stakeholders must prepare an approach paper, help establish the terms of reference and select the evaluators, provide relevant information (written and oral) to the evaluators, help organize field missions,

and read and comment in writing on the draft evaluation reports. Once the evaluation report has been distributed, key stakeholders are asked to provide feedback on the conclusions and recommendations and to prepare an action plan for follow-up.

The evaluation and learning process leads to lessons learnt both for the delegation and for the ICRC as a whole.

THE YEARLY OR BI-YEARLY INTERNAL PLANNING PROCESS

The PfR document marks the beginning of the yearly or bi-yearly management cycle for each context.

PfR DOCUMENTS

Drawn up by specialists and managers in the field with the help of staff at headquarters, the PfR documents (one per context) are structured according to the ICRC's framework of target populations/sub-target populations and programmes/sub-programmes (see *Introduction* above). They are structured according to the management cycle described above: they provide an **assessment** and **analysis** of the situation, including a summary of the progress so far in terms of **implementation** of actions and **results** against the objectives defined for the previous cycle, and the new **plan** for the coming cycle.

For most contexts, the PfR process is undertaken on a yearly basis. However, for a number of contexts where the level of operational and financial predictability permits, the PfR documents are produced once every two years: barring changes in the situation that may require a recalibration of the delegation's strategies and operations or other exceptional circumstances, the objectives are set and considered valid for the next two years. The budget is also defined on a bi-yearly basis, while remaining subject to the yearly approval process and yearly reporting on progress.

Assessment and analysis

The PfR documents present the information collected during a thorough assessment of all aspects of the situation, including the results of operations, conducted first hand by the ICRC's delegations, sub-delegations, missions and offices in the field. They compile information on the:

- ▶ **country or context**
- ▶ **armed conflict and/or other situation of violence**
- ▶ **humanitarian environment and the ICRC**
- ▶ **security environment**

Using the information collected during the assessment stage, ICRC specialists in the field and at headquarters conduct a thorough analysis of the situation to identify the problems faced by the target populations, their causes and their magnitude (**problem analysis**).

Formulation and planning

On the basis of its mandate, its legal and policy framework and consultations with the potential beneficiaries, the ICRC then determines an expected future situation for the target population. It makes these kinds of decisions on the basis of a number of factors, including: the most pressing needs; its own mandate and capacities; IHL and other

internationally recognized standards; resolutions of the Movement's statutory bodies; a thorough knowledge of the context in question (e.g. customs and cultural sensitivities; national standards, laws and capacities); and the mandate, objectives and activities of other organizations, in particular its partners within the Movement (the National Societies and the International Federation). It sets objectives to be achieved in the medium or long term and determines the incremental steps to be taken in the short term (within the year) towards achieving those objectives. Possible and actual constraints on and limitations to the operation, identified during the assessment and analysis of the context, are also taken into account to ensure that the incremental steps are realistic.

This process is undertaken by target population and sub-target population, and by programme and sub-programme. The following elements are defined:

- ▶ **the expected humanitarian impact** (the expected future situation)
- ▶ **general objectives** (medium- or long-term objectives, usually covering a 5-year period)
- ▶ **specific objectives** (that aim to be achieved within the year)
- ▶ **specific operational strategies** (strategies for achieving the specific objectives, enhanced at field level by operational action plans)

The levels of intended results set out in the PfR documents correspond to various result levels defined under result-based management (see *Introduction* above).

Planning for Results	Corresponding intended result level
Desired humanitarian impact	Impact
General objective	Contribution to impact and/or medium-term outcome
Specific objectives/specific operational strategies	Output and short-term outcome

The ways of measuring progress towards achievement of the various levels of results are also defined at this stage. These are many and varied – some are standard and used by all delegations conducting similar activities; others are specific to an individual action (see *Follow-up to the PfR documents* below).

Budget

The required financial, human and material resources are defined by programme for each target population.

FOLLOW-UP TO THE PFR DOCUMENTS

Implementation

Once the content of the PfR document has been debated and agreed on by field and headquarters and approved by the ICRC Assembly, implementation begins. Monitoring (see below) is an integral part of implementation.

Monitoring, review and audit

Various internal tools are employed to check on the implementation of ICRC activities and on the progress made towards achieving specific objectives (and therefore the

general objectives and the expected new state for the target population). This ongoing process includes qualitative, quantitative and/or participative approaches, with a combination of all three being required in most cases. All tools are shaped by the PfR process, its structure (target populations and programmes) and its content (objectives and budget). These tools are complementary, often interlinked, and essential for ensuring the effectiveness of the ICRC's action. They also provide the input for ICRC reporting to donors.

The tools include: constant data collection and observation in the field; ad hoc context-based or thematic operational reports and reviews; monthly reports providing standard assistance and protection indicators; quarterly programme-specific reports; and internal and external audits.

Evaluation

Despite being limited in number (see above), evaluations nevertheless remain an integral part of the ICRC's overall management cycle and inform its operations as a whole.

Continuation of the cycle

If, during the monitoring process, a *significant* change in the situation is noted during the year, the ICRC may need to undertake a major revision of its yearly or bi-yearly PfR document for that context. Thus, the management cycle will begin again on the basis of the new information collected and the new analysis undertaken, with the setting of revised or even completely new objectives, and the drawing up, implementation and monitoring of corresponding plans of action. If the needs are much greater and the action is expanded, this may necessitate an extension to the initial budget. The reverse may also be true, with a reduction in needs, and thus of the corresponding operation, leading to a reduction of the initial budget.

Input for the next cycle

Whether or not major changes are required during the year, the PfR document contains a summary of all that has been ascertained during the monitoring and reviews undertaken during the previous cycle. This ensures that the experience of the previous period and the lessons learnt are taken into account when the current situation is assessed and analysed and objectives for the new cycle are set. The summary includes an **annual appraisal** of the global results achieved or not achieved as compared with the previous period's orientations, priorities and strategies. Furthermore, given that general objectives are set for five years or more (if they are aimed at more systemic change), for each general objective, a section in the PfR document named **current state of implementation** provides a summary of the progress made to date towards achieving the objective (progress made during previous cycles). This feeds into the present management cycle to ensure that the plans for the period ahead remain result-focused. To ensure adequate follow-up, the annual appraisal and current state of implementation sections are updated at least once a year even for the PfR documents that are produced on a bi-yearly basis.

RESULTS AND INDICATORS

As mentioned above, during the yearly or bi-yearly planning process the ICRC decides on ways of measuring progress in the implementation of activities and in achieving the intended results, at output, outcome and contribution-to-im-

pact level, through its specific objectives, operational strategies and operational planning.

Indicators are variables that express real and verifiable changes, in addition to progress made towards the achievement of objectives. Indicators are established for the purpose of enhancing implementation and effectiveness to ensure the best possible outcome for the beneficiaries.

Different kinds of indicators may be required for different activities under different programmes, or indeed for the same kind of activity/programme in different contexts. In different contexts, the baselines will be different, meaning that the appropriate expected future situation of the target population must be culturally and contextually adapted (appropriate technology, quantities/type of aid, etc.).

Result-based management is implemented through all ICRC programmes, however not in a standard way across programmes. Nevertheless, all programmes work on the basis of what the ICRC calls “**generic indicators**” to measure and express their results, based on the ICRC mission and ICRC policies. These generic indicators express **a general state that comprises a number of specific characteristics, which may be the object of specific indicators**. For example, the availability of water (the generic indicator) is made up of more specific elements such as the quantity of water, its quality, the reliability of the source, and the distance of the source from the beneficiary. The generic indicators are therefore refined into many specific indicators according to the situation, the objectives and the intended results in a given context (see *Result-based management in ICRC programmes* below).

The narrative reports prepared as part of the follow-up to the PFR documents in principle compare the intermediate situation of the beneficiaries with the baseline situation and the expected new situation. As such, these internal progress reports make use of the generic indicators as well as qualitative specific indicators to reflect whether the change expected in the *specific objective* has been achieved.

To support its narrative reporting, the ICRC uses figure-based indicators. It has, for example, a set of standard indicators for activities carried out under its *Assistance* and *Protection* programmes for the target populations *Civilians*, *People deprived of their freedom* and *Wounded and sick*. They refer to outputs and short-term outcomes and include, whenever possible, disaggregated data by gender and age (see also *Result-based management and standard reporting to donors* below). Collecting, interpreting and managing data is not always possible, however; factors such as cultural and/or State-imposed restrictions; inaccessibility due to conflict, violence or other crises; adverse environmental conditions; and internal constraints may be barriers to such efforts.

PRAGMATIC APPROACH TO RESULT-BASED MANAGEMENT

The ICRC believes that the first objective of result-based management should be to enhance the relevance and effectiveness of its action for people affected by armed conflict and other situations of violence, and to increase its accountability, first to its beneficiaries, and second to other external stakeholders, in particular donors. Within the ICRC, therefore, the result-based management approach and the

management cycle are followed as rigorously as is possible and necessary to bring positive change to the situation of the beneficiaries.

There are many potential barriers to effective management of the cycle, many of them specific to the volatile situations in which the ICRC works.

- ▶ Sometimes, assessment capacity may be affected by restrictions on access owing to the armed conflict or other situation of violence; at other times, the ICRC's ability to monitor and review an operation once implementation has begun may become limited, or even no longer useful, owing to a radical change in the situation.
- ▶ Security is not the only factor; other access problems, such as unfavourable weather conditions (e.g. monsoon rains or heavy snow) or damage to infrastructure (e.g. destruction of roads or bridges), may also hinder management of the cycle.
- ▶ Specific circumstances will require an urgent response to needs. The time factor often being of crucial importance, assessments in such cases will be kept to a minimum to ensure that the operation can get under way and benefit the target population as soon as possible. Similar constraints can also limit monitoring and review processes.
- ▶ The ICRC's ability to collect the information required for effective management of the cycle is frequently hampered by factors such as the non-availability or limited quality of data, the complexity and/or opacity of existing power structures, or administrative constraints.

It is worth recalling that indicators, particularly numerical ones, need to be interpreted carefully. Some figures are meaningful only in themselves and only within an annual cycle (i.e. are not comparable from one year to the next because they are too sensitive to external variables).

Moreover, in many cases the ICRC works with indicators that are key to its decision-making process but cannot be shared without compromising its mandate as a neutral, impartial and independent humanitarian organization.

Given that result-based management aims to streamline the relevance and effectiveness of action for conflict-affected people and enable the best use of resources, the ICRC seeks to collect the required information through existing systems and data sources (in certain cases with support from other actors), rather than establishing new ones, and through pragmatic sampling. The ICRC has made it a policy not to set up measurement systems, which could enhance monitoring as such, but which are not directly required for monitoring the expected results of action for the beneficiaries. In any case, it strives to avoid an overly cumbersome, bureaucratic system, preferring to find simpler solutions to identified problems, even if this limits the amount of information that can be gathered, and therefore reported. Useful but unwieldy solutions based on the measurement of factors such as *knowledge*, *attitudes*, *behaviours* and *practices* to evaluate changes are used sparingly.

Finally, staff turnover levels within the ICRC mean that training and supervision are constantly required to ensure continuity and the transfer of the necessary skills and knowledge. The ICRC strives to keep internal management procedures balanced between operational needs and the requirements of project management.

RESULT-BASED MANAGEMENT IN ICRC PROGRAMMES

INTRODUCTION

The ICRC endeavours to respond to humanitarian needs arising from today's complex armed conflicts and other situations of violence in the most timely, humane and professional way possible. As described in *ICRC management framework and programme descriptions*, implementation of the ICRC mission is characterized by the strategic use of various **modes of action at different levels of intervention**. The ICRC combines four approaches with a view, directly or indirectly, in the short, medium or long term, to ensuring respect for the lives, dignity and physical and mental well-being of victims of armed conflict and other situations of violence. Its action seeks to prevent (**prevention**), eradicate the cause of (**protection**) and alleviate (**assistance**) human suffering in armed conflict or other situations of violence and to strengthen the Movement, as a network (**cooperation**).

This involves the delivery of various **services** by headquarters and field operations focusing on different **target populations** associated with a diverse range of activities requiring varied skills and expertise (**programmes**).

Professionals in each programme work according to the ICRC management cycle and within a given framework, which includes ethical and legal aspects, policies, guidelines and working tools. Generic indicators (see above) are part of these and provide the basis for defining specific indicators measuring and expressing results for concrete objectives in a given context. The sections below provide information on the management of each ICRC approach, related programmes and existing generic indicators (in bold) with examples of associated topics (listed in brackets) on which specific indicators might be defined/used.

PROTECTION

The Protection Policy (dated April 2008) sets out the ICRC protection framework, definitions of the main terms, and key principles and operational directives for implementing activities related to the protection of people not or no longer participating in armed conflict or other situations of violence, the protection of people deprived of their freedom and restoring family links. This guidance document describes the tools and approaches available and underlines the general action management cycle. Thus, it confirms long-existing generic indicators guiding ICRC protection activities.

The protection approach covers three sub-programmes: *protection of people deprived of their freedom*, *protection of the civilian population* and *restoring family links*. Standard quantitative indicators are available worldwide for the *protection of people deprived of their freedom* and the *restoring family links* sub-programmes.

For each of the three sub-programmes, generic indicators are used as a basis for defining specific indicators measuring and expressing results. They are listed below with examples of associated topics on which specific indicators might be defined/used for concrete objectives in a given context.

Protection of people deprived of their freedom

- ▶ **knowledge of the context** (e.g. legal detention framework, stakeholder mapping, detaining authorities, places of detention, needs, information management)
- ▶ **access to detainees** (e.g. ICRC standard working procedures, detainees' status and categories, detention phases, places of detention, individual monitoring)
- ▶ **living conditions** (e.g. infrastructure and facilities, living space, food, water, hygiene and sanitation, health, indoor and outdoor activities, family contacts)
- ▶ **treatment** (e.g. interrogation methods, discipline, punishment, sanctions, judicial guarantees)
- ▶ **dialogue with stakeholders, in particular the detaining authorities** (e.g. access, contacts, frequency, issues discussed, follow-up)

Protection of the civilian population

- ▶ **knowledge of the context** (e.g. stakeholder mapping, other humanitarian actors, access to conflict-affected areas and people, needs, legal framework, information management)
- ▶ **dialogue with stakeholders** (e.g. civilians, weapon bearers, number and frequency of contacts, quality of dialogue, content and scope of issues discussed, type of follow-up undertaken by stakeholders)
- ▶ **protection of the affected people** (e.g. identification, needs and vulnerabilities, priorities, responses)

Restoring family links

- ▶ **prevention of disappearances** (e.g. legal framework, stakeholder mapping, contacts, Red Cross/Red Crescent family-links services, human remains management)
- ▶ **exchange of family news** (e.g. legal framework, cultural standards, needs, means, quantity, processing time)
- ▶ **family reunification** (e.g. legal framework, cultural standards, needs, criteria, number, quality and frequency of contacts, authorization process, quantity, processing time, availability and quality of services)
- ▶ **clarification of the fate and support to families of missing persons** (e.g. notification of arrest/capture and detention, human remains management, tracing, mechanism to deal with cases of missing persons, legal protection of the missing and their families, availability and quality of social services, cultural standards)

ASSISTANCE

Generic indicators based on the Assistance Policy (dated April 2004) exist for all three assistance sub-programmes: *economic security*, *health* (including *physical rehabilitation*) and *water and habitat*. These generic indicators are provided below with examples of associated topics on which specific indicators might be defined/used for concrete objectives in a given context.

As far as sustainability is concerned, the ICRC takes into account the longer-term impact of its activities (the "do no harm" approach) and, whenever appropriate, endeavours to find lasting solutions to the needs of the affected population. This proviso is introduced because of the life-saving character of some of its activities conducted on an emer-

gency basis, the sustainability of which is not guaranteed. Sustainability is therefore a generic indicator for activities in the area of physical rehabilitation, but it also applies to economic security/income-generating activities, the rehabilitation of water infrastructure or the rehabilitation/construction of health facilities.

In addition, as mentioned above, standard quantitative indicators are available worldwide for all three assistance sub-programmes.

ECONOMIC SECURITY

The economic security sub-programme covers three areas of activity: relief aid, livelihood support and structural support.

Relief aid – to save lives and protect livelihoods

- ▶ **access to food** (e.g. adequacy and stability of access, availability of food, economic activities, household assets, market, food aid, cultural standards, nutritional status)
- ▶ **access to essential household items** (e.g. availability of essential household items, household assets and economic activities, material aid, climate, shelter conditions, clothing, living conditions, hygiene, water storage, cooking capacity)
- ▶ **access to means of production** (e.g. seed, tools, availability of land, land tenure, job market, land cultivated, yield)

Livelihood support – to spur food production and/or generate income

- ▶ **food production capacity** (e.g. availability of land, access to means of production such as land, seed, tools or animals, seasons, harvest, animal health, livestock management, training, market, consumption of own product)
- ▶ **income generation capacity** (e.g. job market, production, trade and revenue, remuneration, expenses, assets)

Structural support – to improve processes and institutions that have a direct influence on a target population's lives and livelihoods

- ▶ **processes and institutional capacity** (e.g. existence of services, type of service, quality of services, appropriateness of services, deployment capacity, political will, security)

HEALTH

The health sub-programme covers five areas of activity: first aid, war surgery, health care delivery in conflict situations, physical rehabilitation and health in detention.

- ▶ **availability of service** (e.g. type of service, such as surgery, vaccinations, antenatal care, gynaecology and obstetrics; infrastructure and technology; medical/surgical and patient equipment; drugs and consumables; presence of staff and professional knowledge)
- ▶ **access to service** (e.g. physical access, proximity/security, opening hours, free/paid, universal/discriminatory, patient attendance, catchment population)
- ▶ **quality of service** (e.g. existence of and respect for protocols and guidelines; waiting time; staff on duty; quality of supply of drugs and consumables; mortality rate/case fatality rate; referrals; reception; hygiene standards)

For activities in the area of **physical rehabilitation**, an additional generic indicator is used as a basis for measuring and expressing results, at least for certain centres and/or from a certain date: **sustainability** (e.g. local policies, local resources, local public and private structures, training capacities and curriculum).

WATER AND HABITAT

The water and habitat sub-programme covers five areas of activity: safe drinking water supply, sanitation and environmental health, temporary human settlements, energy supply and building rehabilitation and construction.

Safe drinking water supply

- ▶ **access** (e.g. proximity, security, quality of source, fetching time)
- ▶ **quantity** (e.g. availability per day, seasonal influence, needs per day)
- ▶ **quality** (e.g. storage, hygiene, water point maintenance)

Sanitation and environmental health

- ▶ **hygiene and sanitation facility availability** (e.g. quantity, proximity, access day and night, maintenance, cultural standards, hygiene practices, environmental impact, environmental conditions)
- ▶ **waste management** (e.g. proximity, removal service, clean areas, hygiene practices, maintenance)
- ▶ **vector-borne disease control** (e.g. hygiene practices, safe vector control practices, malaria control practices, stagnant water and refuse)

Temporary human settlements

- ▶ **availability** (e.g. timeliness, quantity, space, water and sanitation, kitchen)
- ▶ **quality** (e.g. security, space, cultural standards, organization and management, heating/cooling, environmental impact, environmental conditions)

Energy supply

- ▶ **quantity** (e.g. cooking fuel, water production, wastewater treatment, heating)
- ▶ **quality** (e.g. usage, cultural standards, environmental impact)
- ▶ **efficiency** (e.g. fuel, equipment, availability, maintenance)

Building rehabilitation and construction

- ▶ **adequate working/living infrastructure** (e.g. rooms, sanitation, kitchen)
- ▶ **adequacy of the installations** (e.g. living space, working space, equipment and services)
- ▶ **functional installations** (e.g. organization and distribution of space, water, power, management)

PREVENTION

The Prevention Policy (dated September 2008) sets out the ICRC prevention framework, definitions of the main terms, and key principles and operational guidelines for implementing activities as part of ICRC medium- to long-term efforts to prevent human suffering. Prevention activities aim to foster an environment conducive to respect for the life and dignity of people affected by armed conflict and

other situations of violence and respect for the ICRC's work at the global, regional and local level.

The policy focuses on developing and implementing contextually adapted approaches to gain the support of influential players, and covers efforts to communicate, develop, clarify and promote IHL and other relevant bodies of law, as well as to facilitate acceptance of the ICRC and access to affected people. The medium- to long-term nature of prevention and its focus on influencing multiple environmental factors pose significant challenges in terms of accountability. The ICRC needs to carefully determine the objectives it can realistically achieve in respect of each target group.

The ICRC prevention approach includes three different sets of activities corresponding to different goals: *prevention-dissemination* aims to foster understanding and acceptance of the ICRC's work and/or IHL and other relevant bodies of law; *prevention-implementation* focuses on developing and strengthening the conditions allowing respect for IHL and other relevant bodies of law, usually by incorporating the law into appropriate structures; and *prevention-development* focuses on the development of IHL.

Only prevention-dissemination and prevention-implementation sub-programmes are carried out in field operations and are therefore considered below. They focus on players that have a significant capacity to influence the structures or systems associated with identified humanitarian problems. Their main target groups are therefore: actors of direct influence, such as political authorities, key decision-makers, armed forces, police forces and other weapon bearers; and actors of indirect influence, including civil society representatives, young people, academic circles and the media. For each sub-programme, generic indicators are used as a basis for defining specific indicators measuring and expressing results. They are listed below with examples of associated topics on which specific indicators might be defined/used for concrete objectives in a given context.

Prevention-dissemination

- ▶ **knowledge of the context** (e.g. stakeholder mapping, access to conflict-affected areas and people, needs, legal framework)
- ▶ **acceptance** (e.g. number and frequency of contacts, ICRC access to conflict-affected areas/people)
- ▶ **ownership** (e.g. quality of dialogue; content and scope of issues discussed; type of follow-up undertaken by stakeholders; development of concrete initiatives such as information or training sessions, pamphlets and press releases; number and level of participants in ICRC-sponsored events)
- ▶ **sustainability** (e.g. follow-up of the information provided; designation of liaison officers by stakeholders; existence of a process for notification of movement; ICRC access to conflict-affected areas/people; stakeholder support for the ICRC)

Prevention-implementation

- ▶ **knowledge of the context** (e.g. stakeholder mapping, access to conflict-affected areas and people, needs, legal framework)
- ▶ **acceptance** (e.g. number and frequency of contacts; quality of dialogue; sharing of existing policies, laws, codes, rules, operating procedures and training curricula by stakeholders)

- ▶ **ownership** (e.g. content and scope of issues discussed; type of follow-up undertaken by stakeholders; development of cooperation agreements; dedication of resources by stakeholders; assumption of leading role by stakeholders)
- ▶ **sustainability** (e.g. signature and ratification of treaties; existence of means and mechanisms for respect for the law, such as (updated) national implementation laws, codes, rules and operating procedures, including sanctions; education and training policies and training institutions; development of training curricula, existence of training materials for trainers and trainees; designation of trainers; participation in training sessions)

In addition, for many years now, work with armed forces and other weapon bearers has been managed in many contexts with a score card template, which is adapted locally. Similar tools are being developed for work with universities and schools and progressively implemented in the field. Delegates in charge of prevention programmes are also being trained to monitor and review their activities more systematically.

COOPERATION WITH NATIONAL SOCIETIES

The Seville Agreement and its Supplementary Measures provide a framework for effective cooperation and partnership among the Movement's members, thereby enhancing field-level coordination among them. The ICRC's Cooperation Policy (dated May 2003) enhances this framework with regard to the organization's approach to National Societies working in their own countries and its operational cooperation with them. The aim is to support National Societies' efforts to strengthen their institutional capacity and improve their delivery of quality service, thereby enhancing the effectiveness of the Movement as a whole (and in particular that of the ICRC) and reinforcing this unique network.

Generic indicators are used as a basis for defining specific indicators measuring and expressing results in the field of cooperation. These generic indicators are listed below with examples of associated topics on which specific indicators might be defined/used for concrete objectives in a given context.

- ▶ **National Society capacity** (e.g. legal base, respect for the Fundamental Principles, use of emblems, structure and organization, services, Safer Access Framework, human resources and training, equipment and maintenance, financial resources)
- ▶ **capacity to work together** (e.g. relationship, staff and structure, training and competencies, resources, Movement coordination mechanisms)
- ▶ **sustainability of cooperation** (e.g. ownership, strategic/development plans, training capacity, structure and organization, resources, networking)

When geared towards the people affected by armed conflict and other situations of violence, operational cooperation between National Societies working in their own countries and the ICRC is managed via the ICRC sub-programme concerned, e.g. economic security, health, water and habitat and restoring family links. In such situations, the first goal of the partnership between the National Society and the ICRC is to fulfil objectives to serve the people affected; generic indicators for these programmes are listed above under *Protection, Assistance and Prevention*.

RESULT-BASED MANAGEMENT AND STANDARD REPORTING TO DONORS

The ICRC management cycle and the PfR documents form the basis for the ICRC's standard reporting for donors. Such reporting therefore reflects the organization's result-based management approach employed during all stages of assessment, planning, implementation, monitoring and evaluation.

CYCLICAL STANDARD REPORTING DOCUMENTS

Three standard reporting documents are produced every year for each context covered by the ICRC. They are consistent with the ICRC management cycle and its internal planning process (see above):

- ▶ **ICRC Appeals:** they cover the *assessment/analysis* and *formulation/planning* stages of the ICRC management cycle (see above) and are based on the content of the PfR documents for the year/s concerned
- ▶ **ICRC Midterm (covering the first five months of each year) and Annual Reports:** they cover the *implementation/monitoring* and *evaluation/learning* stages of the ICRC management cycle (see above) and are compiled using the information generated by the various tools employed during the internal project cycle and the summary of progress in the yearly or bi-yearly PfR documents

The structure of all three documents is consistent with that of the PfR documents. All three documents are structured in a logical sequence: the *Midterm* and *Annual Reports* follow the content of the *Appeal*. The length of each document for one context does not exceed 3,200 words or 4 to 5 pages.

ICRC Appeals

Like the PfR documents, the *Emergency Appeals* are structured by context, target population and programme. Under each of the five target populations, there are descriptions of the **current situation of** (or set of problems faced by) **the target population or sub-target population** in question. They summarize the in-depth *assessment* and *problem analysis* contained in the PfR documents and set out the *baseline*.

Following this presentation of the current situation, the expected future situation of the target population (as outlined in the PfR's *expected humanitarian impact* and *general objectives*) is described as an **objective** (a longer-term goal to which the ICRC may be able only to contribute).

The *specific objectives* and *specific operational strategies* in the PfR documents translate into the **plan of action and indicators** following each objective in the *Emergency Appeals*. These show the incremental steps to be taken to achieve the objective and should be achievable within the year/s under consideration, security and other factors permitting. As such, they are *output*, *short-term outcome* and, occasionally, *medium-term outcome* indicators.

A brief overview of the **main targets** of the delegation appears at the beginning of each operational chapter. In a maximum of six points, it sets out the main action points and describes, in qualitative terms, the main results that the ICRC aims to achieve for its target populations during the

course of the year or the next two years. It also provides a table of quantitative indicators representing key targets in the field of assistance. This section is consistent with the plans of action and indicators that follow and reflects the delegation's ambitions and overall budget for the period ahead.

If, during the monitoring process, a *significant* change is observed in the situation and the ICRC deems it necessary to set revised or even completely new objectives and draw up correspondingly new plans of action, it may communicate these revisions to donors in the form of an *Update* (see below), a *Budget Extension Appeal* or, more rarely, a *Budget Reduction* document. All these documents follow the standard structure of the *Emergency Appeals* as they reflect the same internal planning process.

Midterm and Annual Reports

The *Midterm* and *Annual Reports* provide qualitative (narrative descriptions) and quantitative (figures) reporting on the actual results achieved compared with the baseline information and the intended results.

The *baseline* situation of the target population as set out in the *Emergency Appeals* is directly or indirectly recalled in the *Midterm* and *Annual Reports* to reflect the scene prior to the ICRC's intervention and to act as a benchmark against which the results achieved within the reporting period can be measured. Then, progress towards achieving the new situation for the target population contained in the **objective** is reported on, by describing the **results** achieved through the **plan of action and indicators** – at output, outcome and contribution-to-impact level. Such information is obtained via rigorous internal *monitoring* and *reviews* at the *implementation* stage, using the various tools enumerated above.

For each operational context, the *Midterm* and *Annual Reports* contain quantitative **standard assistance and protection indicators**, with the narrative texts providing, where available, a more detailed breakdown of the indicators that appear in the tables. This might include, for example, specific information about ICRC-visited detainees held by the government and those held by armed groups, the different groups of people (e.g. IDPs, women, children) benefiting from food aid, or the number of RCMs distributed to civilians and the number delivered to detainees. The quantitative indicators used in ICRC reporting are numbers that the ICRC considers meaningful and knows to be realistic and verifiable (see also *Managing ICRC operations: the cycle and the results – Results and indicators* above). The ICRC refrains from providing information and data that it considers to be inaccurate, exaggerated, only intermittently available or subject to controversy.

The beginning of each chapter features a **mission statement** describing the identity of the delegation, a **map** showing the ICRC's presence, and figures representing the **human resources** involved. It also provides an overview of the **key results and constraints**, which lists, in a maximum of six points, the major results achieved and, where relevant, operational constraints encountered by the delegation during the reporting period. In addition, a comparative table presents the quantitative assistance targets and achievements for the year: the target indicators are based on those

set out in the *Emergency Appeal* for the given year, while those achieved are taken from the standard assistance indicators mentioned above. In the *Annual Report*, information on expenditure by programme and the implementation rate (expenditure/yearly budget) is provided in addition to these features.

A comprehensive chapter of the *Annual Report* is dedicated to detailed financial reporting. It includes the yearly consolidated financial statements certified by external auditors. The consolidated financial statements are prepared in compliance with the International Financial Reporting Standards (IFRS) adopted by the International Accounting Standards Board (IASB) and the interpretations issued by the IASB Standing Interpretations Committee (SIC); they are presented in accordance with the ICRC's Statutes and Swiss law.

Major assistance, protection, financial and human resources figures extracted from the *Annual Report* are available for donors and the wider public through **interactive maps** accessible through the ICRC Extranet for Donors and the ICRC website. Finally, a *Supplement to the Annual Report* provides major donors with comparative analyses of ICRC operations and finances over several years. It includes discussions of the trends and breakdowns of headquarters and field budgets, income and expenses, and beneficiary numbers and other result indicators pertaining to field operations.

OTHER STANDARD REPORTING DOCUMENTS

In addition to the cyclical standard reporting documents outlined above, the ICRC provides various documents to donors or selected groups of donors such as the government Donor Support Group, which comprises representatives of governments and inter-governmental organizations providing a minimum of CHF 10 million in cash each year to the *Emergency Appeals*.

These documents include:

- ▶ regular financial updates
- ▶ updates related to a given context, sometimes to a specific programme, describing changes in the situation (since the last *Appeal*) and reporting on the ICRC operation with interim results and/or changes in orientation and the plan of action and indicators (5 to 12 pages)
- ▶ updates providing an *internal* reporting document – assessment, monitoring or review report – about a specific (or part of a) programme implemented in a given context; such reports (20 to 40 pages) illustrate in detail the ICRC's working methods and approach, in particular its result-based approach; they provide an in-depth picture of one (or part of a) programme briefly summarized in a *Midterm* or *Annual Report*, and are meant to supplement the *Midterm* or *Annual Reports*
- ▶ updates presenting specific programmes (approaches and results) with examples taken across various ICRC operations worldwide (8 to 12 pages)
- ▶ updates with the executive summaries of *internal* and *joint evaluations*
- ▶ updates presenting new or revised ICRC policy documents
- ▶ the external financial audit reports for all ICRC field operations
- ▶ weekly multimedia highlights providing links to operational updates, news releases, interviews, videos and other online resources related to operations in a given context or to thematic issues that are pertinent across many contexts

Finally, public documents regularly posted on the ICRC website, particularly those reporting on ICRC operations, provide donors with useful day-to-day information as a complement to the aforementioned documents.

Planning for Results documents (internal) and Emergency Appeals (external)

The section of the two documents correspond as follows:

Planning for Results documents (internal)		Emergency Appeals (external)
Delegation's main operational priorities and strategies Specific objectives/Specific operational strategies	become	Main targets for 20XX (in some cases, 20XX-XX)
Country or context Armed conflict and/or other situation of violence Humanitarian environment and the ICRC Security environment	become	Context/Humanitarian response
Problem/situation faced by each target population	becomes	Statement of the problem/current situation (preceding each objective)
Expected humanitarian impact/general objective	becomes	Objective
Specific objectives/Specific operational strategies	becomes	Plan of action and indicators

Accordingly, the *Emergency Appeals*, reflecting the PfR documents, also reflect the various levels of intended results:

Planning for Results (internal)	Emergency Appeals (external)	Corresponding intended result level
Expected humanitarian impact	Objective (the ideal situation/medium to long term)	Impact (contribution to)
General objective		Medium-term outcome and/or contribution to impact
Specific objectives/ Specific operational strategies	Plan of action and indicators	Output and short-term outcome

ANNEX 2: THE ICRC'S OPERATIONAL APPROACH TO WOMEN AND GIRLS

Background and approach

Women and girls in ICRC programmes, by target population

Civilians

People deprived of their freedom

Wounded and sick

Actors of influence

Red Cross and Red Crescent Movement

BACKGROUND AND APPROACH

Owing to its unique mandate as a neutral, impartial and independent organization, the ICRC implements an “all victims” approach aimed at protecting the life and dignity of victims of armed conflict and other situations of violence and providing them with assistance. Within this approach, the ICRC acknowledges that women’s experience of armed conflict is multifaceted (separation, loss of loved ones, loss of sources of livelihood and coping mechanisms, increased risk of sexual violence, greater responsibility for dependents, injury, detention, even death) and often differs from that of men, boys and girls. The ICRC approaches gender¹ as a means of fostering a better understanding of the respective social and cultural roles of men, women, boys and girls (such as division of labour, productive and reproductive activities, access to and control over resources and benefits) and of the social and economic factors influencing them. It endeavours to obtain a more sensitive and holistic grasp of the roles, responsibilities and experiences of each of these groups in each context, and therefore to provide a more adequate response to their needs in times of conflict. Understanding gender-related issues allows the ICRC to: identify who has assumed the roles of those who are absent (detained, missing, fighting, or killed); assess whether by assuming such roles they are in a situation of vulnerability; and support and build on their resilience and positive coping mechanisms through its protection and assistance programmes. It also enables the ICRC to identify, in different social and cultural contexts, impediments to the conduct of protection and assistance activities specifically related to women and girls and thus to develop alternative responses that effectively meet their needs.

Often, women and children are placed in the same category of vulnerability. Such hasty categorization overlooks the fact that women’s needs, experiences and roles in armed conflict and other situations of violence differ from those of children. The relevant question is not who is more vulnerable but rather who is vulnerable to what particular risks (which are context-related and depend on individual circumstances, resources and coping mechanisms). Different groups face different factors of vulnerability and it is an oversimplification to categorize men as active (combatants)

1/ “The term “gender” refers to the culturally expected behaviour of men and women based on roles, attitudes and values ascribed to them on the basis of their sex, whereas the term “sex” refers to biological and physical characteristics. Gender roles vary widely within and between cultures, and depend on the particular social, economic and political context.” *Addressing the needs of women affected by armed conflict: an ICRC guidance document*, p.7

and women as passive (victims). Armed conflict can precipitate changes in culturally determined roles, and women often have to assume the role of principal breadwinner for their family or may engage in the conflict as fighters or combatants. While women are not inherently vulnerable, they often face heightened risks in conflict situations.

The ICRC’s main objective is therefore to ensure that the needs, situations and perspectives of women and girls are integrated into all activities and programmes, and that programmes are developed when necessary to respond adequately to their specific social, medical, psychological, economic and protection needs.²

Recognizing that armed conflicts have a different impact on men, women, boys, girls and the elderly, and that the needs of women are often overlooked, the ICRC pledged in 1999 to better assess and address the needs of women and girls, and to promote the respect to which they are entitled, with a specific focus on situations involving sexual violence. It launched a four-year “Women and War” project (from 1999 to 2003), during which it conducted an in-depth study of the impact on women of armed conflict or other situations of violence, focusing on issues such as physical safety, sexual violence, displacement, access to health care, hygiene, food, water and shelter, and the problem of missing relatives and its repercussions on survivors.

The ICRC then produced *Addressing the needs of women affected by armed conflict: an ICRC guidance document* to translate the study’s findings into practical guidelines for staff involved in the planning and implementation of humanitarian programmes. At the end of the four years, the ICRC renewed its commitment to the issue by appointing a focal point – a Women and War adviser – to monitor and support the operational implementation of the study’s findings and recommendations.

In armed conflict and other situations of violence, sexual violence is a widespread phenomenon that affects mostly women and girls. Sexual violence is also perpetrated against men and boys; depending on the context, men may be specifically vulnerable to such abuse, for example in situations of detention. The overall consequences are serious, and given that the stigma associated with sexual violence may prevent victims from coming forward, the true extent of the problem is often concealed. It affects not only the victims, but also their families, and often entire communities.

2/ Recognizing that armed conflict has an impact on women, men, boys and girls in different ways and therefore that they have different needs and face different risks, the ICRC plans its humanitarian action to respond accordingly.

The ICRC takes a multidisciplinary approach to the issue of sexual violence, encompassing preventive action, awareness raising, and protection and assistance activities aimed at addressing the causes and consequences of sexual violence, including providing victims with timely medical and psychological support. Given the many challenges of dealing with such a complex and sensitive subject, the ICRC continuously seeks to improve the quality and reach of its action in a manner that is adapted to the context and to the needs of the people affected. In 2013, the ICRC undertook a four-year (2013–16) commitment to enhance its response to sexual violence, restoring it as an institutional priority. In line with this, it endeavours to strengthen its action to protect and assist women, men, girls and boys affected by sexual violence in armed conflict and other situations of violence, and to prevent the occurrence of such abuses, by focusing on four primary domains: holistic operational response to the needs of victims; prevention of sexual violence; Movement mobilization to address the problem; and staff sensitization and training.

The development of the ICRC's approach to women and war is reflected today in its operations, programmes and activities, which are described below. These are supported by ICRC working methods and teams usually composed of both male and female members (which may not be the case in exceptional circumstances only). Across all programmes, particular attention is systematically paid to ensuring: the participation of women and children (both girls and boys) during needs assessments and in the definition, implementation, monitoring and review/evaluation of humanitarian responses; an appropriate environment for such participation (e.g. space, time, knowledge of the local language, and gender of ICRC representatives); and appropriate humanitarian responses adapted to the specific needs, vulnerabilities, coping mechanisms and capabilities of each group of affected people. The ICRC works as much as possible with data disaggregated by gender and age and provides such data in its reporting.

WOMEN AND GIRLS IN ICRC PROGRAMMES, BY TARGET POPULATION

Below is a description, by target population, of how ICRC programmes take into account the specific situations and needs of women and girls in times of armed conflict. These descriptions are valid in any ICRC operation. They are not repeated explicitly under each context section, unless specifically required, but they may be cited to enhance understanding of the information therein.

CIVILIANS

(Whenever possible, ICRC activities for civilians are carried out with the National Society of the country in question, particularly in the fields of assistance and restoring family links.)

Protection

Protection of the civilian population

► The ICRC monitors the situation of individuals and groups not or no longer taking part in hostilities, many of whom are women and children. Where documented, allegations of abuse committed against women and girls, such as sexual violence and unlawful recruitment and use by armed forces or armed groups, are raised in the ICRC's discussions with all parties on alleged violations of IHL and international human rights law and the measures to be taken to stop them. In some contexts, dialogue

with women and girls is possible only owing to the presence of female ICRC staff, both resident and mobile.

- All ICRC delegations work under the assumption that, unless proven otherwise by an in-depth assessment, sexual violence takes place and is a grave and life-threatening concern in armed conflict and other situations of violence. ICRC field teams take sexual violence into consideration in their activities, even without allegations of such abuse, effectively reversing the burden of proof frequently placed on victims to show that they had been abused. In this respect, ICRC staff seek to identify not only individual cases of sexual violence, but more broadly, the patterns of harm resulting from sexual violence, understanding in particular their causes and circumstances. Based on this analysis, the underlying issues are addressed whenever possible with the responsible parties, and all efforts are made to ensure that victims have access to the necessary care and are protected. In addition, the ICRC may work with communities and groups at risk to reduce their exposure to particular threats of sexual violence. The same applies to other types of violations and abuse faced by women and girls, including unlawful recruitment and use by armed forces or armed groups.
- In addition to formal and informal oral and written representations to the authorities concerned about alleged incidents, preventive dissemination activities are conducted with all kinds of weapon bearers to raise their awareness of their responsibilities under IHL to protect and respect at all times, among the general civilian population, women and children not or no longer taking part in hostilities (see *Actors of influence* below).
- In parallel, the ICRC partners with communities to develop and raise awareness of joint protection mechanisms, for example through water projects that help reduce women and children's exposure to risks (see *Assistance, Water and habitat* below).

Restoring family links

- Enabling women to restore and maintain contact with their partners and families contributes to their psychological well-being and can also help ensure their safety and the respect of others. In certain contexts, where for social and cultural reasons women are less visible or less accessible, awareness-raising sessions to promote existing tracing services are held specifically for women.
- ICRC-organized/supported family reunification programmes aim to reunite vulnerable people with their families, including children with their parents, thus preserving the family unit. Similarly, when organizing repatriations, the ICRC pays special attention to enabling families to stay together, with particular emphasis on keeping children with their parents.

Restoring family links – unaccompanied girls/girls formerly associated with armed forces or armed groups

- Boys and girls who have become separated from their parents, including those who have formerly been associated with armed forces or armed groups, are registered by the ICRC, and their mothers and fathers, or their closest relatives, sought.
- Working closely with the authorities concerned and other organizations active in child protection, the ICRC pays special attention to the treatment of unaccompanied girls living in host or foster families; whenever necessary, it directs them to the appropriate referral structures.

- ▶ The ICRC advocates that children formerly associated with armed forces or armed groups be provided with adequate care, in particular in disarmament, demobilization and reintegration processes, paying attention to the specific needs of girls. It recommends their immediate release without waiting for a peace agreement to be signed or for a disarmament, demobilization and reintegration process to be launched.
- ▶ Family reunifications are organized according to the best interests of the child and only if all parties – the child and the family – want to be reunited.
- ▶ Special attention is paid to the treatment of boys and girls reunited with their families, including to the psychosocial aspects of the reunification process, especially when they have been separated for a long time. The ICRC also monitors how the children readapt to family life; whenever necessary, the families and the children concerned receive material support and are directed to referral structures. The ICRC often follows up with children several months after their reunification with their families to ensure that they do not face new protection problems, especially if they were formerly associated with armed forces or armed groups or are girls with children of their own.

Restoring family links – missing persons

- ▶ ICRC action in relation to missing persons benefits, among others, women and children as they are overwhelmingly those left behind when a loved one disappears during an armed conflict or other situation of violence.
- ▶ Whenever possible, the ICRC works closely with the families of missing persons and with the relevant authorities and organizations to accelerate the tracing process. It collects tracing requests and provides support for ante-mortem data collection and the forensic process – while respecting basic standards for data protection and informed consent for collection – and the management and transmission of information. It covers the transport costs of missing persons' families – mainly women – to visit mass graves or exhumation sites. On its website, it publishes and updates lists of persons reported missing.
- ▶ The ICRC supports the development of normative frameworks, including for engaging in activities aimed at preventing disappearances (which can start before or during the conflict/crisis). It encourages governments to enact or implement legislation to prevent people from becoming unaccounted for (by establishing an information bureau, for example), to ascertain the fate of missing persons through appropriate measures, and to protect and support the families – mainly women who have become heads of household, and children – of those who are missing, notably by making it easier for them to undertake legal proceedings.
- ▶ The ICRC supports the development of institutional frameworks/mechanisms aiming to clarify the fate and whereabouts of missing persons by providing technical advice to national authorities in this regard and/or by chairing coordination mechanisms between former parties to a conflict.
- ▶ The ICRC assesses the multifaceted needs of the families of missing persons, as well as locally available resources to address them. It supports such families through activities aiming to cover a vast range of needs, using different modes of action, in close coordination with the authorities, National Societies, NGOs, family associations, and other available service providers. It organizes meetings with family associations, whose members are chiefly women, to ensure that their interests are represented in various fora and provides the associations with financial and technical support.
- ▶ Directly or through associations or institutions, the ICRC contributes to the provision of health care, psychosocial support, financial/material assistance, and livelihood support for relatives of missing persons, including women and their children (see *Assistance* below). It also provides them with administrative help in dealing with matters of inheritance, pensions, legal status, custody of children and property rights.

Assistance

Economic security – emergency aid: food and essential household items

- ▶ When distributing aid, the ICRC gives priority to the most vulnerable households, many of which have been deprived of their main breadwinner (usually adult males) and are headed by women. Therefore, women and children – including girls – are often the main beneficiaries of the relief provided to IDPs, returnees and residents.
- ▶ If the need exists, the ICRC provides food rations, often including food adapted to young children, and essential household items, such as blankets, tarpaulins, jerrycans, kitchen sets and hygiene kits, to enable women to take care of their families. Hygiene kits usually include specific products for women and children, such as culturally adapted sanitary materials and washable or disposable diapers. Other items, such as clothes or fabric to make clothing, are also distributed according to need.

Economic security – livelihood support

- ▶ In addition to providing relief, the ICRC also aims to help destitute or very poor families, very often households headed by women or girls, recover their ability to earn a living.
- ▶ Livelihood support programmes suited to their needs and capabilities help heads of household, including women and girls when they have this responsibility, in their endeavour to ensure the family's self-sufficiency. Seed and tool distributions, livestock replenishment and vaccination, cash-for-work projects to rehabilitate community infrastructure, grants or material inputs (e.g. sewing machines, donkey carts, flour mills, oil presses, brick-making machines, irrigation pumps), to give but a few examples, directly improve the standard of living of many women and their children by helping their households continue or jump-start an income-generating activity. Micro-economic initiatives provide women who have lost their sources of livelihood – including victims of sexual violence, widows and the wives of missing persons – with social and economic support.
- ▶ Occupational training often forms part of livelihood support programmes. Particular attention is paid to increasing the participation of women performing activities that provide their households with food or income.

Water and habitat

- ▶ ICRC water, sanitation and habitat activities provide communities with secure access to basic needs. They give displaced and resident women and children safe access to a source of water for multiple purposes (e.g. household consumption, agriculture or other essential needs), ensure better sanitation practices, improve pub-

lic health by reducing the incidence of communicable diseases caused by inadequate hygiene, and prevent long journeys to water points, during which women and children may be at risk of attack. The maintenance, rehabilitation or construction of public infrastructure, such as water treatment plants, hospitals, health centres and schools, give women and children access to essential services, provide them with shelter and help to protect them from adverse weather conditions.

- ▶ In some contexts, the provision of fuel-saving stoves reduces the need for women and children, in particular girls, to go out in search of firewood, thereby leaving them more time for other household tasks and reducing their risk of being attacked.
- ▶ As women are often in charge of the water resources and bear most of the burden for the household in many contexts, ICRC engineers systematically involve them in the design, implementation and management of water and habitat projects.

Health

- ▶ The majority of the people treated in outpatient departments and community health centres in violence-affected areas are women and children, and thus are the main beneficiaries of ICRC support to such facilities, which provide comprehensive primary health care services, including mother and child care. Mobile clinics give women and children who are unable to reach permanent structures access to essential health and medical care. When needed, women and children, among other patients, are referred to a second level of care.
- ▶ The ICRC works to reinforce reproductive health, including ante/post-natal care and care for newborn babies. In many contexts, the ICRC trains traditional birth attendants/midwives in ante/post-natal care, in the identification of at-risk mothers, in skilled attendance for home delivery and in the management of complications. The birth attendants/midwives also play a decisive role in health education, for example on basic care and breastfeeding and the prevention of sexually transmitted diseases, including HIV/AIDS. In some contexts, they also receive instruction in how to identify victims of sexual violence and refer them promptly to appropriate medical services.
- ▶ The ICRC aims to respond as a priority to the clinical and mental health and psychosocial needs of victims of sexual violence, their families and their communities. Where feasible, in contexts where sexual violence is a problem, the ICRC provides post-rape kits to ICRC-supported hospitals and health centres and runs training courses enabling health staff working in those facilities to treat victims effectively.
- ▶ Members of the local community, including volunteers, offering support for victims of sexual violence are trained in counselling techniques, so that they can offer peer support to the victims and help them find coping mechanisms and possible solutions. They are also taught mediation skills, enabling them to facilitate the reintegration of victims of sexual violence, who are often rejected by their families and communities.
- ▶ ICRC support encompasses prevention (mosquito net distribution, routine immunization), promotion (hand washing, breastfeeding) and treatment (for respiratory tract infection or malaria, for example). Women and children are the primary targets of health and hygiene

promotion sessions that help ensure they have the knowledge and skills to help prevent the spread of disease. For social and cultural reasons, the ICRC often uses teams of female health and hygiene promoters, who are specially trained for this task. The teams play a crucial role in raising awareness among women, especially pregnant women and those with young children, of how diseases such as malaria are transmitted, and distribute mosquito nets to help contain the spread of the disease.

- ▶ Within the ICRC's approach to addressing the needs of the civilian population, involvement in vaccination campaigns, in particular in difficult-to-access areas, is prioritized. ICRC support for immunization programmes (cold chain, transport, supervision) benefits mostly children under five and girls and women of child-bearing age, who receive vital vaccinations against, for example, tetanus and polio. The ICRC may act as a neutral intermediary to facilitate access to isolated areas cut off by fighting so that other organizations may carry out vaccination campaigns; support a government in its immunization efforts; or substitute for health authorities in cases where they are not able to conduct activities themselves.
- ▶ The ICRC supports therapeutic feeding activities for malnourished children and mothers, including in emergency situations.

Weapon contamination

- ▶ To help prevent injuries caused by mines and explosive remnants of war (ERW), the ICRC marks contaminated areas and conducts mine-risk education, mobilizes and supports authorities/other actors to conduct clearance operations, and, in exceptional cases and in line with strict criteria, deploys specialist teams to conduct such operations for a limited time. Mine-risk education sessions target primarily children, but also women. They are conducted in schools, places of prayer or/and community fora and aim to ensure the safety of civilians by informing them of the dangers of mines/ERW. In the event of an accident, it also provides surgical, medical and economic assistance to victims, including physical rehabilitation. In parallel, it continues its advocacy with the relevant authorities and often supports the work of the national mine-action body.
- ▶ Communities receive support to create safe, mine-free play areas for their children.

PEOPLE DEPRIVED OF THEIR FREEDOM

Protection

- ▶ During its visits to people deprived of their freedom, the ICRC pays special attention to the treatment and living conditions of any women or girls being held, in particular their accommodation, which should include dedicated cells and sanitation facilities, and their access to health services, including to female nurses and gynaecological care when needed. It provides confidential reports and recommendations to the authorities concerned accordingly.
- ▶ As far as possible, ICRC delegates and translators visiting places of detention do so in mixed teams, which often makes them more approachable for both male and female detainees, enabling a more open dialogue and helping the ICRC better and more thoroughly assess the needs of all people detained.

- ▶ In certain societies, women who are detained are often ostracized and sometimes abandoned by their families, especially when they are held for so-called moral offences. The ICRC places special emphasis on their plight in its dialogue with the relevant authorities and in its assistance programmes.
- ▶ ICRC support for the penitentiary administration and training for penitentiary staff (medical personnel included) encompasses, whenever relevant, action regarding or in consideration of the particular needs of women and children.
- ▶ ICRC family-links services allows detainees to communicate with their families outside. This contributes to the psychological well-being of all concerned.
- ▶ The ICRC enables detainees to receive family visits and assists family members in visiting their detained relatives, either by organizing the visits itself or by covering the cost of transport. Family visits are not only essential for the psychological well-being both of the detainees and of their relatives outside, they are also a vital channel through which detainees obtain food and essential items, and even access to legal support. Family visits can also help ensure respect from other detainees, as women who receive no visits may become more vulnerable to prostitution or sexual exploitation and abuse.

Assistance

- ▶ ICRC assistance programmes for detainees are adapted to the specific needs of women and girls whenever necessary. For example, women detainees may receive specific hygiene items, clothing and recreational materials for themselves and for their children. Occupational training (in sewing, weaving, literacy, for example) aims to break the isolation of imprisoned women and girls and improve their prospects for reintegration into society after release. Such training enables some women to earn a small income and support their families by selling their products.
- ▶ As infants and young children often stay with their detained mothers, their needs are also addressed, in terms, for example, of food, health care, access to education, clothing and play.

Water and habitat

- ▶ As part of its efforts to improve environmental health conditions for detainees, the ICRC often carries out maintenance, rehabilitation or construction projects in places of detention. These projects always take into consideration the needs of women and children, such as separate accommodation for men and women, separate access to toilets and showers and adequate facilities for women with infants and/or young children.

WOUNDED AND SICK

Assistance

Medical care

- ▶ The ICRC endeavours to ensure an integrated hospital care approach to the needs of the wounded and the sick, as part of a multidisciplinary response that also includes first aid, primary health care, mental health and psychosocial support and physical rehabilitation services (see also *Civilians*).
- ▶ The ICRC works to ensure that women and children have access to adequate hospital care, including specific drugs and consumables, equipment and clinical expertise.

- ▶ The specific needs of women and girls are included in training in first aid and medical evacuations and the support provided to ambulance services.
- ▶ The ICRC ensures a comprehensive approach to hospital care that addresses hospital management, surgery, paediatrics, obstetrics and gynaecology, and internal medicine, as well as inpatient care for infectious diseases as part of outbreak management for patients in general and women and children in particular. This support may also include the provision of equipment, medical supplies and training.
- ▶ Screening and proper medical management of victims of sexual violence, to which women and girls can be particularly vulnerable, are included in the training of primary health care staff to enable them to respond effectively and refer victims to appropriate mental health and psychosocial services.

Physical rehabilitation

- ▶ ICRC support for people with disabilities aims to ensure their inclusion in society. It includes the provision of high-quality services that are accessible and sustainable.
- ▶ Women benefit from physical rehabilitation programmes supported by the ICRC. They may receive artificial limbs, walking aids, wheelchairs and physiotherapy. The ICRC pays particular attention to ensuring that women and men have equal access to physical rehabilitation programmes.
- ▶ Where there are no female staff in a rehabilitation centre, the ICRC helps train women so they may obtain the necessary qualifications to provide such services, and may pay the transportation costs for women and their dependents to be treated in a centre with female staff. Many disabled women are also offered employment in ICRC-run or ICRC-supported physical rehabilitation centres.
- ▶ Women also benefit from projects – education, vocational training or micro-credit schemes – to help them reintegrate into society.

Water and habitat

- ▶ The renovation or construction of health facilities such as hospitals, health centres and physical rehabilitation centres always takes into account the specific needs of women and children. In most cases, women and children are given special accommodation in line with local customs and internationally recognized standards.

ACTORS OF INFLUENCE

Prevention

- ▶ Prevention activities targeting actors of influence (e.g. political authorities, armed forces and other bearers of weapons, civil society representatives, the media, academics, young people, NGOs, etc.) always emphasize the need to take measures to respect the life and dignity of people affected by armed conflict or other situations of violence. These actors are systematically made aware that not only do women and children (those under 18 years) often represent a large segment of the affected population, but they are also particularly vulnerable and their specific needs must be recognized and addressed. Moreover, actors are systematically reminded that sexual abuse is strictly prohibited by IHL and international human rights law. Depending on the audience, prevention activities include highlighting the existing provisions of IHL that focus on women, examining legal and

practical measures to protect women from abuse and to meet their specific needs, and undertaking case studies.

- ▶ The ICRC endeavours to raise awareness of the situation of women and girls affected by armed conflict and other situations of violence – and of international law that accords them protection – among governments, representatives of the diplomatic, political, military and academic communities, international organizations and NGOs. It is often invited to speak about the issue at relevant conferences hosted by donors and regional organizations. The ICRC also provides input when new international resolutions and policies are drafted and encourages their enforcement.
- ▶ During its dialogue with all authorities and weapon bearers, the ICRC recalls how IHL stipulates that the parties to a conflict must allow and facilitate the rapid and unimpeded passage of humanitarian relief, which is impartial in nature and conducted without adverse distinction, for the benefit of civilians in need, including women and girls.
- ▶ The ICRC makes a particular effort to engage with different sectors of society and circles of influence, including women's associations or networks, to help sustain the organization's activities for victims of conflict.

RED CROSS AND RED CRESCENT MOVEMENT

Cooperation

- ▶ The ICRC provides support for the development of National Society training, first-aid and emergency preparedness capacities, the better to enable National Society staff and volunteers to meet the specific needs of women in armed conflict and other situations of violence. It provides training in the Safer Access Framework, including the analysis of risk and vulnerability factors affecting

National Society staff and volunteers, such as the participation of female workers in certain operations.

- ▶ Furthermore, the ICRC often works in partnership with National Societies that work internationally and which contribute to ICRC operations in cash, in kind or by providing personnel and operational management.
- ▶ Through regular meetings and dialogue, and in line with the Seville Agreement and its Supplementary Measures, all operations to meet the different needs of women, men, girls and boys affected by armed conflict and other situations of violence are coordinated with other Movement components present in the context to ensure the best response.

ICRC employment policy

- ▶ The ICRC's employment policy promotes equitable conditions for male and female staff through gender mainstreaming and affirmative action. The ICRC believes there is a strong link between the improvement of women's status within the organization and progress in the protection of and delivery of assistance to women in armed conflict and other situations of violence.
- ▶ The ICRC has improved its staff training courses by adding key messages consistent with the policies, recommendations and guidelines related to women and girls affected by armed conflict and other situations of violence, including those related to specific issues, such as sexual violence, and by disseminating the ICRC guidance document. Role playing, which is part of the introductory training course for new delegates, highlights specific aspects related to women and girls.
- ▶ In carrying out its activities, the ICRC encourages the use of teams that comprise both men and women. It also promotes the participation of local women as a means of fostering direct contact and dialogue with women, to better define and respond to their needs.

ANNEX 3: THE ICRC'S OPERATIONAL APPROACH TO CHILDREN

Children in armed conflict and other situations of violence

Protection under international law

The ICRC's multidisciplinary approach

Children in ICRC programmes, by target population

Civilians

People deprived of their freedom

Wounded and sick

Actors of influence

Red Cross and Red Crescent Movement

CHILDREN IN ARMED CONFLICT AND OTHER SITUATIONS OF VIOLENCE

Conflict increases the vulnerability of those who are already vulnerable, especially children. A child needs a family and a community that provide a nurturing and protective environment. Conflicts, however, spare no one. Most children experience armed conflict as civilians, and as such are often exposed to acts of violence. They are often the witnesses of atrocities committed against their relatives – such acts include death or injury from indiscriminate attacks and mine explosions, but also direct assaults. They are themselves sometimes forced to commit atrocities against their relatives or other members of their own communities. In addition, many children are killed, wounded or imprisoned, torn from their families, compelled to flee or left without even an identity. As dependents, the loss of a father, mother or otherwise of the family's main breadwinner may have more than a psychological impact. It is not unusual for very young children to be propelled into adult roles. They become heads of families, taking care of and protecting younger siblings and also adult family members. Destitution and the loss of close relatives may force young girls into early marriage or prostitution. A young breadwinner may seek to join an armed group just to survive. Other children are forcibly recruited. Often unarmed, they are used by armed forces or armed groups in a large variety of roles, for example as cooks, porters, messengers, spies, human mine detectors or for sexual purposes. Child trafficking, for purposes such as unlawful adoption and forced labour, may also increase during armed conflict, especially when boys and girls are deprived of the protection of their parents and other relatives. Armed conflict and other situations of violence impact heavily on children's access to education. Because of the insecurity, children may be forced to go without schooling for extended periods of time. Schools may come under attack, often resulting in their destruction; teachers and students are sometimes directly targeted, wounded and killed. Likewise, the disruption or collapse of public services restrict children's access to health care and other basic services, during the fighting and long after it has ceased.

PROTECTION UNDER INTERNATIONAL LAW

IHL provides broad protection for children. In the event of armed conflict, whether international or non-international, children benefit from the general protection provided to

all persons affected by the conflict. First, if they fall into the hands of enemy forces they must be protected against murder and all forms of abuse: torture and other forms of ill-treatment, sexual violence, arbitrary detention, hostage-taking or forced displacement. Second, they must in no circumstances be the targets of attacks, unless, and for such time as, they take a direct part in hostilities. Instead, they must be spared and protected. Many of the rules of IHL constitute customary law and are therefore binding on all parties to an armed conflict, regardless of whether they have ratified the relevant treaties.

Given the particular vulnerability of children, the Geneva Conventions of 1949 and their 1977 Additional Protocols – as well as customary IHL – enumerate rules that provide them with special protection. In particular, children must not be recruited into armed forces or armed groups and must not be allowed to take part in hostilities. Children also benefit from special protection in the context of family reunification, protection in detention, humanitarian assistance and education. Children who have taken a direct part in hostilities are not exempt from these special protections. Children are covered by 25 such articles in the 1949 Geneva Conventions and their 1977 Additional Protocols.

International human rights law plays a complementary role in the protection of children affected by armed conflict and other situations of violence.

In particular, the 1989 Convention on the Rights of the Child and its 2000 Optional Protocol on the involvement of children in armed conflict are applicable during times of armed conflict. The Protocol sets limits on children's recruitment into armed forces or armed groups and participation in hostilities – limits that are, to some extent, stricter than the provisions of the 1977 Additional Protocols. It prohibits *compulsory* recruitment into State armed forces for all those under 18 years of age and requires States to raise the age of *voluntary* recruitment from 15. It also requires States to take all feasible measures to ensure that members of their armed forces who have not reached the age of 18 years do not take a direct part in hostilities. Finally, the Optional Protocol provides that non-governmental armed groups "should not, under any circumstances, recruit or use in hostilities persons under the age of 18 years".

In addition, the Convention on the Rights of the Child guarantees children's right to be with their families and to have access to education and adequate health care. It also

reaffirms fundamental human rights, such as the right to life, the prohibition of torture and other forms of ill-treatment, and the principle of non-discrimination. In some cases, national or regional law can grant children even higher levels of protection.

The 2007 Paris Commitments to Protect Children Unlawfully Recruited or Used by Armed Forces or Armed Groups and the Paris Principles and Guidelines on Children Associated with Armed Forces or Armed Groups set out detailed guidelines on: preventing the unlawful recruitment and use of children by armed forces or armed groups; facilitating the release and reintegration into society of those children; and ensuring an environment that offers the greatest possible protection for all children. They complement the legal and political mechanisms already in place.

THE ICRC'S MULTIDISCIPLINARY APPROACH

Owing to its unique mandate, the ICRC implements an “all victims” approach aimed at protecting the life and dignity of victims of armed conflict and other situations of violence and providing them with assistance. Within this approach, the ICRC acknowledges that children not only represent a large segment of the population (and therefore of those affected by armed conflict and other situations of violence) but are also particularly vulnerable. Despite the protection afforded to them by national and international law, they remain a major beneficiary of the ICRC's prevention, protection and assistance programmes worldwide.

Within its programmes, the ICRC carries out activities to respond to the specific material/economic, medical, social, protection and psychological needs of children. All of the ICRC's activities are guided by the “best interests” principle. In other words, all activities to enhance children's well-being take into account the specific nature and circumstances of each individual child and thus are tailored to be in his/her best interests. The ICRC also acknowledges that boys and girls experience conflict in different ways and have different vulnerabilities and coping mechanisms in responding to hardship, as well as different roles and responsibilities, which vary across contexts. It therefore designs its activities to identify and address the different needs of boys and girls and ensure that these needs are integrated into its response.

The ICRC is a key actor in working with unaccompanied/separated children and continually strives to enhance the quality of its work on the ground. It has a set of field guidelines for its staff working with children affected by armed

conflict, with a particular focus on unaccompanied/separated children and children associated with armed forces or armed groups. The guidelines draw together lessons learnt by the ICRC and aim to facilitate consistency between ICRC activities in various contexts. They also complement and build upon existing guidelines commonly agreed with UN agencies and NGOs with expertise in this domain (such as the *Inter-agency guiding principles on unaccompanied and separated children* by the ICRC, the International Rescue Committee, Save the Children UK, UNHCR, UNICEF and World Vision International). These organizations and the ICRC coordinate regularly and proactively on policy issues and on the ground in areas of common interest in order to maximize impact, identify unmet needs and avoid duplication. The ICRC has also integrated child protection considerations into a range of internal training and learning opportunities for staff working with children affected by armed conflict and other situations of violence.

CHILDREN IN ICRC PROGRAMMES, BY TARGET POPULATION

Below is a description, by target population, of how ICRC programmes take into account the specific situations and needs of children in times of armed conflict. These descriptions are valid in any ICRC operation. They are not repeated explicitly under each context section, unless specifically required, but they may be cited to enhance understanding of the information therein.

CIVILIANS

(Whenever possible, ICRC activities for civilians are carried out with the National Society of the country in question, particularly in the fields of assistance and restoring family links.)

Protection

Protection of the civilian population

- ▶ The ICRC monitors the situation of individuals and groups not or no longer taking part in hostilities, many of whom are women and children. Where documented, allegations of abuse committed against boys and girls, such as unlawful recruitment and use of children by armed forces or armed groups, or sexual violence, are raised in the ICRC's discussions with all parties on alleged violations of IHL and international human rights law and the measures to be taken to stop them.
- ▶ In addition to formal and informal oral and written representations to the authorities concerned about alleged incidents, preventive dissemination activities are conducted with all kinds of weapon bearers to raise their

Definitions used by the ICRC

A **child**, in accordance with the Convention of the Rights of the Child, is any person below 18 years of age unless, under the law applicable to the child, majority is attained earlier.

A **separated child** is a child separated from both parents or from his/her previous legal or customary caregiver, but not necessarily from other relatives. A separated child might therefore be accompanied by other adult family members.

An **unaccompanied child**, also called an unaccompanied minor, is a child who has been separated from both parents and from other relatives and is not being cared for by an adult who, by law or custom, is responsible for doing so.

A **child associated with an armed force or armed group** is any person below 18 years of age who is or has been recruited or used by an armed force or armed group in any capacity, including, but not limited to, fighters, cooks, porters, messengers, spies or for sexual purposes. This category does not only refer to a child who is taking, or has taken, direct part in hostilities. Rather, by broadening the definition from that of ‘child soldier’, it aims to promote the idea that all children associated with armed forces and groups should cease to be so associated, and should benefit from disarmament, demobilization and reintegration programmes, regardless of their role with the armed actor.

awareness of their responsibilities under IHL to protect and respect at all times, among the general civilian population, women and children not or no longer taking part in hostilities (see *Actors of influence* below).

Restoring family links – unaccompanied and separated children/children formerly associated with armed forces or armed groups

- ▶ Unaccompanied (and vulnerable separated) children, including those formerly associated with armed forces or armed groups, are registered by the ICRC, and their mothers and fathers, or their closest relatives, sought. A distinction must be made between separated children – who are without their usual caregiver but are under the protection of another relative – and unaccompanied children, who are on their own or under the care of persons totally unrelated to them, often as a result of spontaneous fostering. In most cases, the ICRC focuses on looking for the parents of unaccompanied children and of vulnerable separated children. When the whereabouts are known, the children are able to restore and maintain contact with their families through phone calls or RCMs, thus contributing to their psychological well-being.
- ▶ As the tracing process usually takes time, it is crucial to ensure that children separated from their families are protected and provided for while they are waiting for their relatives to be found. The ICRC rarely arranges interim care for unaccompanied/vulnerable separated children as it generally refers them to other qualified actors, including National Societies, for this purpose. However, even when the ICRC refers such children to other actors, it:
 - keeps the children informed of plans being made for them and gives their opinions due consideration;
 - ensures that siblings are kept together, as this enhances protection and can facilitate family reunification;
 - gives preference to family/community-based care over institutional care, as this provides continuity for children's social development;
 - monitors foster families and, if necessary, provides them with extra assistance to help meet children's protection and material needs;
 - ensures that if institutional care is the only solution, it is viewed as a temporary measure that does not divert focus from potential family reunification or placement in the community;
 - may support interim care centres by, for example, donating food or other items.
- ▶ ICRC-organized/supported family reunifications aim to reunite vulnerable people with their families, including children with their parents, thus preserving the family unit. Similarly, when organizing repatriations, the ICRC pays special attention to enabling families to stay together, with particular emphasis on keeping children with their parents.
- ▶ Family reunifications are organized according to the best interests of the child and only if all parties – the child and the family – want to be reunited. Material assistance is usually provided to the family (see *Assistance – Economic security – emergency aid* below).
- ▶ Special attention is paid to preparing for the reunification of boys and girls with their families, including to the psychosocial aspects of the reunification process, especially when they have been separated for a long time. The

ICRC also monitors how the children readapt to family life: they are often checked on several months after being reunited with their families to ensure that they do not face new protection problems, especially if they were formerly associated with armed forces or armed groups or are girls with children of their own. The psychological consequences of separation and violence on children and their families is acknowledged and addressed through the training of local actors and communities and, when possible, referral to the appropriate services.

- ▶ The ICRC advocates that children formerly associated with armed forces or armed groups be provided with adequate care, in particular in disarmament, demobilization and reintegration processes. It recommends their immediate release without waiting for a peace agreement to be signed or for a disarmament, demobilization and reintegration process to be launched.
- ▶ The ICRC also aims to prevent children from becoming separated from their families in the first place. To do this the ICRC, *inter alia*, identifies the causes of separation and locations where separations are most likely to occur, such as border crossings, checkpoints, transit sites and health facilities, so that preventive activities can be undertaken there. It also informs families of what they can do to minimize the risk of separation should the family be forced to flee. Governments, staff of national and international agencies, religious groups and local communities are also made aware of how to prevent separation, including secondary separation caused by medical or humanitarian evacuations or other such services. Voluntary separation may in some instances be prevented, for example by ensuring that all households have access to basic relief supplies. The ICRC attempts to ensure that such necessities are provided by supporting the efforts of the relevant authorities or stepping in when they are unable or unwilling to assume their responsibilities.

Restoring family links – missing persons

- ▶ ICRC action in relation to missing persons benefits, among others, children and their mothers as they are overwhelmingly the ones left behind when a father/husband disappears during an armed conflict or other situation of violence.
- ▶ The ICRC works closely with the families of missing persons, including children, and with the relevant authorities and organizations to accelerate the tracing process, including by collecting tracing requests and providing support for ante-mortem data collection and the forensic process – while respecting basic standards for data protection and informed consent for collection – and the management and transmission of information. On its website, the ICRC publishes and updates lists of persons reported missing.
- ▶ The ICRC supports the development of normative frameworks, including for engaging in activities aimed at preventing disappearances (which can start before or during the conflict/crisis). It encourages governments to enact or implement legislation to prevent people from becoming unaccounted for, to ascertain the fate of missing persons through appropriate measures and to protect and support the families, including the children, of those who are missing, notably by making it easier for them to undertake legal proceedings.

- ▶ The ICRC supports the development of institutional frameworks/mechanisms aiming to clarify the fate and whereabouts of missing persons, including children, by providing technical advice to national authorities in this regard and/or by chairing coordination mechanisms between former parties to a conflict.
- ▶ The ICRC assesses the multifaceted needs of the families of missing persons, including the specific needs of children, as well as locally available resources to address them. The ICRC supports such families through activities aiming to cover a vast range of needs, using different modes of action, in close coordination with the authorities, National Societies, NGOs, family associations, and other available service providers.
- ▶ Directly or through associations or institutions, the ICRC contributes to the provision of health care, psychosocial support, financial/material assistance, and livelihood support for relatives of missing persons, including women and their children (see *Assistance* below). It also provides them with administrative help in dealing with matters of inheritance, pensions, legal status, custody of children and property rights.

Assistance

Economic security – emergency aid: food and essential household items

- ▶ When distributing aid, the ICRC gives priority to the most vulnerable households, many of which have been deprived of their main breadwinner (usually adult males). Children and women are often, therefore, the main beneficiaries of the relief provided to IDPs, returnees and residents. Furthermore, children may find themselves heading their household. In such cases, special efforts are made to ensure that the children heads of household are included in registration and census exercises to ensure that they receive assistance for themselves and for other children in their care.
- ▶ If the need exists, the ICRC provides food rations, often including food adapted to young children, and essential household items, such as blankets, tarpaulins, jerrycans, kitchen sets and hygiene kits, to enable families to take care of themselves and their children. Hygiene kits usually include specific products for infants, such as washable or disposable diapers. Other items, such as clothes or fabric to make clothing, are also distributed according to need.
- ▶ Upon reunification with their families (see *Protection – Restoring family links* above) children are usually provided with a kit that may contain clothing and food items to help reduce immediate costs for the family. When necessary, the ICRC may consider providing some assistance to the family.

Economic security – livelihood support

- ▶ In addition to providing emergency relief, the ICRC also aims to help destitute or impoverished families, or those deprived of their main breadwinner, to recover their ability to earn a living. Livelihood support programmes suited to their needs and capabilities help heads of household, including children when they have this responsibility, in their endeavour to ensure their family's self-sufficiency. Seed and tool distributions, livestock replenishment and vaccination, cash-for-work projects to rehabilitate community infrastructure, grants or material inputs (e.g. sewing machines, donkey carts, flour mills, oil presses, brick-making machines, irrigation

pumps), to give but a few examples, directly improve the standard of living of many children by helping their households continue or jump-start food production or an income-generating activity.

Water and habitat

- ▶ ICRC water, sanitation and habitat activities provide communities with secure access to basic needs. They give displaced and resident women and children safe access to a source of water for multiple purposes (e.g. household consumption, agriculture or other essential needs), ensure better sanitation practices, improve public health by reducing the incidence of communicable diseases caused by inadequate hygiene, and prevent long journeys to water points, during which women and children may be at risk of attack. The maintenance, rehabilitation or construction of public infrastructure, such as water treatment plants, hospitals, health centres and schools, give women and children access to essential services, provide them with shelter and help to protect them from adverse weather conditions.
- ▶ In some contexts, the provision of fuel-saving stoves reduces the need for women and children, in particular girls, to go out in search of firewood, thus reducing their risk of being attacked and leaving them more time for other household tasks.
- ▶ Children and their mothers are the primary target of hygiene promotion sessions aimed at equipping them with the knowledge and skills necessary for helping prevent and contain the spread of communicable diseases. Sessions commonly cover the prevention of major risks identified in their environment, such as hand-to-mouth contamination, through good personal and food hygiene, the proper use and maintenance of facilities and equipment for water, sanitation and waste management, and the prevention and treatment of diarrhoea.

Health

- ▶ The majority of the people treated in outpatient departments and community health centres in violence-affected areas are children and their mothers, and thus are the main beneficiaries of ICRC support to such facilities, which provide comprehensive primary health care services, including mother and child care and immunizations for children. Mobile clinics give children who are unable to reach permanent structures access to essential health and medical care. When needed, children, among other patients, are referred to a second level of care.
- ▶ The ICRC works to reinforce reproductive health, including ante/post-natal care and care for newborn babies. In many contexts, the ICRC trains traditional birth attendants/midwives in ante/post-natal care, in the identification of at-risk mothers, in skilled attendance for home delivery and in the management of complications. The birth attendants/midwives also play a decisive role in health education, for example on basic care and breastfeeding. They also may receive delivery kits containing soap, surgical gloves, plastic sheeting, a sterile razor blade and string for the umbilical cord.
- ▶ The ICRC aims to respond as a priority to the clinical and mental health and psychosocial needs of victims of sexual violence, their families and their communities. Where feasible, in contexts where sexual violence is a problem, the ICRC provides post-rape kits to ICRC-supported hospitals and health centres and runs training

courses enabling health staff working in those facilities to treat victims effectively.

- ▶ Members of the local community, including volunteers, offering support for victims of sexual violence are trained in counselling techniques, so that they can offer peer support to the victims and help them find coping mechanisms and possible solutions. They are also taught psychosocial approaches and mediation skills, enabling them to facilitate (i) the reintegration of victims of sexual violence, who are often rejected by their families and communities, and (ii) acceptance of children born of rape who are at a particularly high risk of being rejected, stigmatized or abused and denied access to education, inheritance rights or even a name.
- ▶ In contexts where mental health and psychosocial needs are greater or the response of other actors is not sufficient, the ICRC provides or trains others to provide mental health and psychosocial care to people affected by armed conflict and other situations of violence, taking into account the specific vulnerabilities of children. It supports local communities/actors in building their capacities to respond to these needs. Such programmes aim to enhance individual and community mechanisms that are culturally appropriate, in order to alleviate suffering.
- ▶ ICRC support encompasses prevention (mosquito net distribution, routine immunization), promotion (hand washing, breastfeeding) and treatment (for respiratory tract infection or malaria, for example). Children and their mothers are the primary targets of health promotion sessions that help ensure they have the knowledge and skills to help prevent the spread of disease. For example, such sessions may include raising awareness among pregnant women and the mothers of young children of how malaria is transmitted. Many receive mosquito nets.
- ▶ Within the ICRC's approach to addressing the needs of the civilian population, involvement in vaccination campaigns, in particular in difficult-to-access areas, is prioritized. ICRC support for immunization programmes (cold chain, transport, supervision) benefits mostly children under five and girls and women of child-bearing age, who receive vital vaccinations against, for example, measles, tuberculosis, tetanus, diphtheria, polio or whooping cough. The ICRC may act as a neutral intermediary to facilitate access to isolated areas cut off by fighting so that other organizations may carry out vaccination campaigns; support a government in its immunization efforts; or substitute for health authorities in cases where they are not able to conduct activities themselves.
- ▶ The ICRC supports therapeutic feeding activities for malnourished children and mothers, including in emergency situations.

Weapon contamination

- ▶ To help prevent injuries caused by mines and explosive remnants of war (ERW), the ICRC marks contaminated areas, conducts mine-risk education, mobilizes and supports authorities/other actors to conduct clearance operations, and, in exceptional cases and in line with strict criteria, deploys specialist teams to conduct such operations for a limited time. Specific mine-risk education sessions are designed to address children's needs. They are conducted in schools, places of prayer and/or

community fora and aim to ensure the safety of civilians by informing them of the dangers of mines/ERW. In the event of an accident, it also provides surgical, medical and economic assistance to victims, including physical rehabilitation. In parallel, it continues its advocacy with the relevant authorities and often supports the work of the national mine-action body.

- ▶ The ICRC supports communities to create safe play areas, free from mines/ERW, for their children or to survey areas suspected to be contaminated by weapons to ensure they are safe to play in.

PEOPLE DEPRIVED OF THEIR FREEDOM

Protection

- ▶ Children detained under their own name may be registered by the ICRC, and monitored on an individual basis with the aim of ensuring that they are afforded particular care and protection, including from torture and other forms of ill-treatment. Infants and other children accompanying detained parents (most commonly, mothers) may also be registered to ensure that their needs are not forgotten and to deter any attempt to use the child to exert pressure on the parent.
- ▶ During its visits to people deprived of their freedom, the ICRC pays special attention to the treatment and living conditions of any children being held. Particular consideration is given to suspected victims of ill-treatment, including sexual violence. It checks children's accommodation, which should separate boys from girls and children from adults (unless their protection and well-being are better ensured by being with their families or other appropriate adults). Attention is also paid to children's ability to maintain regular contact with their families and to engage in appropriate recreational and educational activities. The ICRC provides confidential reports and recommendations to the authorities concerned accordingly.
- ▶ During its detention visits the ICRC also considers children's access to judicial guarantees. When children are detained beyond the time limits allowed by law, when they are eligible for non-custodial measures but have not had the opportunity to access them, or when they are below the age of criminal responsibility, the ICRC makes representations to the detaining authorities with the aim of securing their release.
- ▶ ICRC support for the penitentiary administration and training for penitentiary staff (medical personnel included) encompasses, whenever relevant, action regarding or in consideration of the particular needs of children, for example in terms of food, health care, education and recreation.
- ▶ ICRC family-links services allow child detainees to communicate with their families and detained adults to communicate with their children outside. This contributes to the psychological well-being of all concerned.
- ▶ The ICRC enables child detainees to receive family visits and children to visit their detained relatives, either by organizing the visits itself or by covering the cost of transport. Family visits are not only essential for the psychological well-being both of the detainees and of their relatives outside, they are often a vital channel through which detained children obtain food and other essential items, and even access to legal support.

- ▶ Children recruited or used by armed forces or armed groups are often victims of unlawful recruitment and should be treated primarily as victims, not only as perpetrators. The ICRC therefore advocates non-custodial measures for children who would otherwise be detained for the sole reason of being associated with an armed group.

Assistance

- ▶ ICRC assistance programmes for detainees are adapted to the specific needs of children whenever necessary. For example, clothing, educational and recreational materials are geared to the age of the child, and girls may receive specific hygiene items, medical supplies and support in accessing appropriate health care, particularly if they require ante/post-natal care.
- ▶ As infants may be born in detention, and they and young children often stay with their detained mothers, their needs are also addressed, in terms, for example, of food, health care (including vaccinations), clothing and play.
- ▶ Where a detainee's spouse and children risk destitution through loss of the family's main breadwinner, the ICRC may include them in livelihood-support programmes that aim to improve income-generation and self-sufficiency.

Water and habitat

- ▶ As part of its efforts to improve environmental health conditions for detainees, the ICRC often carries out maintenance, rehabilitation or construction projects in places of detention. These projects always take into consideration the needs of children, such as separate accommodation from adults, dedicated sanitation facilities, space for activities, and adequate facilities for women with infants and/or young children.
- ▶ Detained minors and children living with their detained mothers benefit from hygiene promotion sessions run in prison that aim to prevent and contain the spread of communicable diseases. Sessions commonly cover the prevention of hand-to-mouth contamination through good personal/food/clothing hygiene, the proper use and maintenance of facilities/equipment for water, sanitation and waste management, and the prevention and treatment of diarrhoea.

WOUNDED AND SICK

Assistance

Medical care

- ▶ The ICRC endeavours to ensure an integrated hospital care approach to the needs of the wounded and the sick, as part of a multidisciplinary response that also includes first aid, primary health care, mental health and psychosocial support and physical rehabilitation services (see also *Civilians*).
- ▶ The ICRC works to ensure that children, along with women, have access to adequate hospital care, including specific drugs and consumables, equipment and clinical expertise.
- ▶ The specific needs of children are included in training in first aid and medical evacuations and the support provided to ambulance services.
- ▶ The ICRC ensures a comprehensive approach to hospital care that addresses hospital management, surgery, paediatrics, obstetrics and gynaecology, and internal medicine, as well as inpatient care for infectious diseases as part of outbreak management for patients in general

and women and children in particular. This support may also include the provision of equipment, medical supplies and training.

Physical rehabilitation

- ▶ ICRC support for people with disabilities aims to ensure their inclusion in society. It includes the provision of high-quality services that are accessible and sustainable.
- ▶ Children benefit from physical rehabilitation programmes supported by the ICRC. They may receive artificial limbs, walking aids, wheelchairs and physiotherapy. Children require such services more frequently than adults as they rapidly outgrow their prosthetic/orthotic devices.

Water and habitat

- ▶ The renovation or construction of health facilities such as hospitals, health centres and physical rehabilitation centres always takes into account the specific needs of women and children. In most cases, children and their caregivers are given special accommodation in line with local customs and internationally recognized standards.

ACTORS OF INFLUENCE

Prevention

- ▶ Prevention activities targeting actors of influence (e.g. political authorities, armed forces and other bearers of weapons, civil society representatives, the media, academics, young people, NGOs, etc.) always emphasize the need to take measures to respect the life and dignity of people affected by armed conflict or other situations of violence. These actors are systematically made aware that not only do children often represent a large segment of the affected population, but they are also particularly vulnerable and their specific needs must be recognized and addressed.
- ▶ Depending on the target group, prevention activities comprise highlighting the existing provisions of IHL and international human rights law that focus on children, such as the 1977 Additional Protocols and the Optional Protocol to the Convention on the Rights of the Child, along with relevant national legislation, which may give even more protection. The ICRC provides technical support and advice to countries on becoming party to such instruments and enacting national legislation to implement their provisions, in order to enhance the protection afforded to children and to meet their specific needs. Particular emphasis is placed on the issue of child recruitment. The ICRC promotes the principle that persons under 18 years of age should not participate in hostilities or be recruited into armed forces or armed groups. All actors are systematically made aware of their responsibilities and capabilities in this respect through a combination of bilateral meetings, legal advice, dissemination sessions, training courses, documentation and publications, academic competitions, and communication campaigns.
- ▶ The ICRC is often invited to speak about the effects of armed conflict and other situations of violence at conferences hosted by donors and regional and international organizations. The organization contributes to the common efforts of the international community to improve child protection standards in humanitarian work in armed conflict and other situations of violence. It also provides input when new international resolutions and policies are drafted and promotes their enforcement.

- ▶ During its dialogue with all authorities and weapon bearers, the ICRC recalls how IHL stipulates that the parties to a conflict must allow and facilitate the rapid and unimpeded passage of humanitarian relief, which is impartial in nature and conducted without adverse distinction, for the benefit of civilians in need, including children.
- ▶ The ICRC reaches out to secondary school-aged young people in educational settings through the Exploring Humanitarian Law programme, implemented in partnership with the corresponding Ministry of Education and often with the support of the relevant National Society. Bearing in mind that today's school children are tomorrow's decision-makers, opinion-leaders or simply citizens, the basic aims of the programmes are:
 - to foster young people's understanding of humanitarian issues arising in armed conflict and other situations of violence, and to familiarize them with the notion of human dignity as an inviolable quality that must be respected, both in times of peace and in times of armed conflict;
 - to familiarize young people with the basic rules and principles of IHL and with the nature and work of the Movement.
- ▶ The ICRC also addresses the consequences of urban violence affecting young people in Latin America through contextualized school-based projects, conducted in partnership with the local education authorities and often with the relevant National Society, aimed at fostering a humanitarian space in and around schools.

RED CROSS AND RED CRESCENT MOVEMENT

Cooperation

- ▶ National Societies are the ICRC's primary partners. They have valuable knowledge of the local context, owing to their proximity to victims and their networks of volunteers and local partners. The ICRC works in partnership with National Societies to address the needs of children affected by armed conflict and other situations of violence.
- ▶ In addition to working in partnership with the National Society of the country in question to strengthen its own operational capacity (see *Civilians*), the ICRC supports the development of National Society tracing, first-aid and emergency-preparedness capacities. This helps the National Society improve its response to the specific needs of children affected by armed conflict or other situations of violence. Many National Societies also receive support for specific activities aimed at: alleviating the suffering of children caught up in an armed conflict; helping children formerly associated with armed forces or armed groups reintegrate into society; or preventing vulnerable children from joining armed groups and gangs.
- ▶ In conjunction with the International Federation, the ICRC builds the general institutional capacities of National Societies, in accordance with the Fundamental Principles. The two organizations provide National Societies with the expertise required to strengthen their capacity to conduct domestic activities in accordance with their own priorities and plans, so that children's needs may be addressed in peacetime as well as during armed conflict and other situations of violence.
- ▶ The ICRC often works in partnership with National Societies that work internationally and which contribute to ICRC operations in cash, in kind or by providing personnel and operational management.
- ▶ Through regular meetings and dialogue, and in line with the Seville Agreement and its Supplementary Measures, all operations to meet the needs of those affected by armed conflict and other situations of violence, including children, are coordinated with other Movement components present in the context to ensure the best response.

ANNEX 4: THE ICRC'S OPERATIONAL APPROACH TO DISPLACEMENT

Displacement and the displaced

The “all victims” approach

The multidisciplinary approach

Relations with the Movement and humanitarian coordination

Displacement in ICRC programmes, by target population

Civilians

Wounded and sick

Actors of influence

Red Cross and Red Crescent Movement

DISPLACEMENT AND THE DISPLACED

Displacement is a recurrent consequence of armed conflict and other situations of violence. Civilians are brutally uprooted and forced to flee their homes as they try to avoid the dangers generated by the conflict. In most cases, displacement is an inherently unstable and unsustainable set of circumstances, from the point of view of both those displaced and the authorities concerned.

There are two broad causes of displacement in armed conflict: as a direct consequence of the hostilities, owing either to actual violence or as a pre-emptive measure on account of fears or threats; and as a secondary consequence, owing, for example, to the exhaustion of resources or to poor access to essential services.

Given that the term “displacement” describes a process and a set of circumstances as opposed to a “status”, there is no international, legally binding definition of an IDP. Nor does the ICRC have its own definition. The definition most commonly used within the international community is the one provided for in the 1998 UN Guiding Principles on Internal Displacement, which bring together existing norms of IHL, international human rights law and refugee law in a way that covers all the phases of internal displacement. The definition, which is broad, refers to “persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border”. As the majority of IDPs are nationals of the State in which they find themselves displaced, they are entitled to the full protection of national law and the rights it grants to its citizens without adverse distinction resulting from displacement. Some of those displaced, however, will not be State nationals. Nevertheless, they are protected under international human rights law, and many of the same rights must be granted to them without discrimination.

Under IHL, the arbitrary displacement of civilians should not occur in the first place, but if it does, their protection is ensured. Indeed, IHL expressly prohibits any party to an armed conflict from compelling civilians to leave their places of residence. Exceptionally, temporary evacuations may be carried out if the security of the civilians or imperative military necessity so demands. In addition to this express prohibition, the rules of IHL intended to spare civil-

ians from hostilities and their effects also play an important role in preventing displacement, as it is often violations of these rules that cause civilians to flee their homes.

Focusing on acute displacement

The ICRC understands displacement to be a dynamic phenomenon consisting of a series of relatively distinct phases. It considers the specific phases to be:

- ▶ **the pre-displacement period:** this requires efforts to prevent displacement, to the extent feasible and in the best interests of those at risk. It could also mean strengthening the preparedness of communities.
- ▶ **the event that causes displacement:** an understanding of the events causing the displacement is crucial for preventing their recurrence
- ▶ **acute phase of displacement:** periods which are frantic and highly unpredictable and in which immediate protection and assistance efforts are required to ensure basic safety and essential needs with the aim of saving lives
- ▶ **protracted displacement:** periods in which more stable circumstances are established and in which basic needs are covered by existing services and infrastructure, though often insufficiently, while the displaced await conditions that will enable them to find durable solutions comprising dignified approaches to supporting those affected, such as the restoration of an independent productive capacity
- ▶ **return, local integration or relocation** (generally sought once the situation has sufficiently stabilized): this would ideally consist of people being able to return to their pre-displacement place of dwelling, although when this is not feasible, or desirable, local integration or relocation should be an option. Return, local integration or relocation should also be accompanied by support to restore the former lives, livelihoods and independence of the individuals affected. The displaced sometimes also prefer a solution that offers various possibilities. For instance, they may want to be able to recover their place of origin while retaining the right to stay in the location where they spent their displacement, in order to maintain or increase their livelihood options.

This conceptual framework provides the basis for understanding the causes, characteristics, threats and kinds of vulnerability associated with each phase. It enables rapid analysis of the immediate circumstances of those affected, as well as the anticipated evolution of their displace-

ment, which forms the basis for a dynamic and flexible multidisciplinary response.

While using an “all-phases” approach in its analysis of situations of internal displacement, the ICRC does not aim to respond to every phase of displacement. Following a review in 2013 of its priorities regarding internal displacement, the ICRC decided to focus on strengthening its response to acute displacement, an area where the organization has comparative advantage in terms of expertise and experience. More precisely, the ICRC endeavours to ensure that its responses to the needs of IDPs during the acute phase of displacement are timely, professional and multidisciplinary.

THE “ALL VICTIMS” APPROACH

Owing to its specific mandate, the ICRC implements an “all victims” approach aimed at protecting the life and dignity of victims of armed conflict and other situations of violence and providing them with assistance. As part of this approach, the ICRC aims to alleviate the plight not only of IDPs but of all those affected (such as those unable to flee and communities hosting IDPs), mainly during the acute phase of the displacement. This involves working with all stakeholders, from the very people affected right up to the highest authorities: (i) to ensure conditions that prevent any need for displacement to occur in the first place; (ii) to alleviate the effects of the displacement, if it does occur, both on the displaced themselves and on others; and (iii) to create the conditions necessary for the permanent return home, local integration or relocation of the IDPs, without adverse effect on them or on others.

Within this approach, the ICRC acknowledges that those who have been forced to leave their homes are likely to face particular vulnerabilities. People at risk often flee at very short notice and often in chaos, experiencing, *inter alia*: loss of shelter, resources and essential documentation; disruption of livelihoods (e.g. agriculture, livestock, business, wage labour); separation or disruption/complete breakdown of family and community support networks, including family links themselves; increased risks of exploitation and abuse; reduced access to essential services; potential marginalization from decision-making structures; and psychological and physical trauma. These elements exacerbate the general difficulties inherent in a conflict environment. Moreover, those affected are often displaced several times over, increasing the likelihood of further impoverishment and trauma.

However, not all people who are displaced are necessarily made exceptionally vulnerable. For example, those who have adequate resources may be able to cope independently with the consequences. Nor are those that do not move necessarily safe. Those who are unable to flee (e.g. the elderly, the sick, the wounded, the physically disabled, those for whom fleeing is too risky, or members of a persecuted group unable to flee because of tensions with their neighbours) or left behind (e.g. unaccompanied children) are often more vulnerable than those who leave to seek safer circumstances.

When people do flee their homes, they have to arrive somewhere. Neighbouring communities (whether sympathetic or not) or extended family are often the first to receive the IDPs and can be significantly affected by their arrival, especially when IDPs are directly taken into and supported by individual households. Often, however, this temporary

solution allows IDPs to stay close to their place of origin and families and to avoid being confined to camps, which should remain a last resort.¹ Nevertheless, in cases where camps are inevitable, the ICRC may also carry out operations in camp settings, often in partnership with National Red Cross or Red Crescent Societies.

The host communities often enough also face dire circumstances even before the IDPs arrive and tend to be quickly stretched beyond their capacity to help, reaching the point at which they are forced to send the IDPs away in order to protect their own economic security. It is frequently the case that host communities begin to resist the arrival of IDPs owing to the strain they place on general resources (land, water, jobs, essential services such as health care and education, etc.). Tensions over insufficient resources can easily emerge and rapidly escalate. Moreover, in some cases those who were originally hosts may also be forced to move as they exhaust their independent means.

As such, displacement – and the circumstances causing it – typically has severe protection and resource implications both for those directly affected (i.e. the IDPs) and for those indirectly affected (e.g. host families and communities). As the conflict and violence persist, the general economy can also take a severe hit, with reduced availability of and access to goods, supplies, land and services – all of which could further undermine the independent means and capacities of the entire population.

The needs of IDPs cannot, therefore, be considered to the exclusion of the rest of the population affected. Rooted in the principles of impartiality and response according to need, the ICRC’s “all victims” approach means that, in addition to meeting the needs of IDPs, appropriate emphasis is also placed on those unable to flee and on residents who are affected by the displacement of others. This underscores the fact that displacement is not solely about IDPs. Understanding it, instead, as a process and a set of circumstances allows for acknowledgement of its impact on a wide range of people.

THE MULTIDISCIPLINARY APPROACH

The ICRC has developed a multidisciplinary response capacity, which stems from the organization’s mandate to both protect and assist people affected by armed conflict and other situations of violence. This dual mandate leads the ICRC to address the diverse needs of the affected population by linking efforts that aim to: (i) ensure that the law is upheld; and (ii) address the consequences of the conflict or violence, and of violations of the law, through a range of activities. Activities are combined with a view to ensuring

1/ A policy of encampment is generally not favoured or accepted (Principle 12 of the Guiding Principles). In situations of armed conflict, IHL allows for internment or assigned residence only when required for imperative reasons of security. In other cases, when camps are set up to facilitate the delivery of humanitarian assistance, if the quality of life in the camps is significantly higher than the average standard of living in the area, this may create tensions between the IDPs and the people outside the camps. It may also lead to the IDPs becoming dependent on aid and hinder efforts to restore their self-sufficiency. Camps may even attract the non-displaced and become overburdened, putting undue pressure on the services available. If, however, there is no other option, the ICRC takes these factors into account before providing services to camps and will take specific measures to mitigate their potential negative effects, for example by providing support to the surrounding communities or promoting the IDPs’ return when the conditions are met.

that the impact on the people affected is greater than the sum of the individual results generated.

The ICRC is committed to ensuring that its response to displacement and to other consequences of armed conflict is inherently flexible and able to adapt to the changing circumstances of all those affected. It employs the multidisciplinary approach in order to provide the most comprehensive and effective response to the needs of those at risk of being displaced, those already displaced or affected by the displacement of others and those seeking to return home or relocate. The organization's activities for those affected by displacement are designed in such a way as to empower beneficiaries, to promote self-reliance and to reinforce positive coping mechanisms.

Using the multidisciplinary approach

Preventing displacement

The ICRC aims to persuade authorities, armed forces and armed groups, through confidential dialogue, to fulfil their obligations to prevent the displacement of civilians (unless the temporary evacuation of civilians during military operations is required for their own security) and other violations of the relevant bodies of law that would result in displacement. If displacement nevertheless occurs, the ICRC makes confidential representations to the alleged perpetrators with a view to having them take measures to stop the violations and prevent further displacement. ICRC assistance activities (such as ensuring access to a safe water supply and health care services, and providing livelihood support) in the pre-displacement phase can also help reinforce the resilience of the people affected and remove some of the causes of displacement, provided that such a solution is in the best interests of the population affected.

Alleviating the effects of displacement

If displacement nevertheless occurs, the ICRC reminds the authorities that it is their responsibility to ensure that IDPs are protected, their rights respected and their essential needs met. The ICRC also acts as a neutral intermediary between warring parties in order to facilitate the conclusion of agreements aimed at resolving humanitarian issues, including the plight of IDPs.

In addition, the ICRC conducts a wide range of assistance activities which are designed not only to help those affected meet their most immediate survival needs (in terms of shelter, water and sanitation, nutrition, access to health care, etc.), but also to serve as protection measures by enhancing individuals' capacity to avoid threats in their environment that might compound their problems. It enables those displaced to restore links with their families, which contributes to their well-being. It also provides support to the relevant local authorities and existing structures.

Easing return, local integration and relocation

In the acute phase of the displacement and wherever appropriate, the ICRC also aims to facilitate the return, local integration or relocation of those that have been displaced, by reminding the authorities of their obligations to promote voluntary return whenever it is safe, and local integration and/or relocation whenever conditions allow. In this respect, the ICRC continually reminds the authorities that

it is their responsibility to restore the basic conditions required for resolving the displacement crisis (including security, access to essential services, opportunities to restore livelihood, etc.). The ICRC often conducts protection and assistance activities for people seeking lasting solutions to their plight, including those returning, integrating locally on a permanent basis or relocating. This includes addressing the concerns of the residents already in the area, with a view to minimizing tensions between the two groups.

RELATIONS WITH THE MOVEMENT AND HUMANITARIAN COORDINATION

Given the scope and magnitude of the problem of internal displacement, it is generally recognized that an effective and comprehensive response to the needs of IDPs, affected residents and returnees is beyond the capacity of any single organization.

ICRC activities benefiting people affected by displacement are often carried out in partnership with the Movement's other components, with which it shares a common identity through the emblem it uses and the Fundamental Principles guiding its action. The National Society in the country in question is the ICRC's primary partner, but in many instances, other National Societies that work internationally are also involved. In line with the Seville Agreement and its Supplementary Measures, the ICRC leads and coordinates the efforts of the Movement's components in armed conflict and other situations of violence, including all the Movement's efforts to restore family links, an essential activity wherever people have been displaced.

The ICRC's experience in the domain of displacement has been instrumental in Movement efforts to formalize current practices in a policy on the issue. Working with the International Federation and a representative cross section of 20 National Societies, the ICRC held consultative meetings to prepare a Movement policy on internal displacement, which was adopted (Resolution 5) by the Council of Delegates in November 2009 and was the subject of a report to the Council of Delegates in 2011. It promotes and contributes to the implementation of this policy.

The ICRC is also fully committed to implementing effective coordination with other actors while preserving its independence, neutrality and impartiality. It has welcomed the various UN initiatives for humanitarian reform – including the cluster approach. Although, as a genuinely neutral and independent organization, it is unable to be a formal part of the cluster approach, the ICRC sees it as no obstacle to coordination. Such coordination, however, must, on the one hand, have as its aim to meet all the needs of those affected by conflict by promoting complementary roles among the various humanitarian organizations (avoiding duplication or gaps) and, on the other hand, maximize the impact of the ICRC response. As humanitarian coordination is never an end in itself, only reality-based and action-oriented coordination can fulfil these two conditions, i.e. tasks being distributed according to the skills and capacities of each organization, and notably according to the organization's ability to effectively implement them in order to ensure that needs are covered comprehensively.

DISPLACEMENT IN ICRC PROGRAMMES, BY TARGET POPULATION

Below is a more exhaustive description, by target population, of how ICRC programmes take into account the specific situations and needs of those affected by displacement in armed conflict. These descriptions are valid in any ICRC operation. They are not repeated explicitly under each context section, unless specifically required, but they may be cited to enhance understanding of the information therein.

CIVILIANS

(Whenever possible, ICRC activities for civilians are carried out with the National Society of the country in question, particularly in the fields of assistance and restoring family links.)

Preventing displacement

Protection

Protection of the civilian population

- ▶ The ICRC monitors the situation of individuals and groups not or no longer taking part in hostilities. Where documented, allegations of abuse committed against civilians are raised in the ICRC's discussions with all parties on alleged IHL violations and the measures to be taken to stop them, and thus remove one of the causes of displacement. Such allegations may include direct or indiscriminate attacks, harassment, arbitrary arrests, sexual violence, looting or destruction of property and possessions, forced recruitment by weapon bearers, or restriction/denial of access to land, fields, markets and essential services.
- ▶ In addition to formal and informal oral and written representations to the authorities concerned about alleged incidents, preventive dissemination activities are conducted for the authorities and all kinds of weapon bearers to raise their awareness of their responsibilities under IHL to protect and respect at all times individuals and groups not or no longer taking part in hostilities (see *Actors of influence* below).
- ▶ By reinforcing civilians' self-protection mechanisms and acting as a neutral intermediary to facilitate movement across front lines or access to essential services such as markets or health care, the ICRC can remove some of the causes of displacement or contribute to increasing the resilience of the population.

Assistance

Economic security – livelihood support

- ▶ Livelihood support programmes help households ensure their self-sufficiency. Seed and tool distributions, livestock replenishment and vaccination, cash-for-work projects to rehabilitate community infrastructure, grants or material inputs (e.g. sewing machines, donkey carts, flour mills, oil presses, brick-making machines, irrigation pumps), to give but a few examples, directly improve the standard of living of households by helping them continue or jump-start an income-generating activity. This in turn can also help people to cope with the various threats in their environment posed by the armed conflict or other situation of violence. In this way, boosting economic security can prevent impoverishment that might lead to displacement.

Water and habitat

- ▶ Access to and the quality of water supplies can suffer in times of conflict. By ensuring access to safe drinking water (see *Alleviating the effects of displacement – Assistance – Water and habitat* below), either directly or by supporting other providers, the ICRC can remove one of the possible causes of displacement.

Health

- ▶ Access to and the quality of health care can suffer in times of conflict. By ensuring access to permanent or mobile health care services (see *Alleviating the effects of displacement – Assistance – Health* below), either directly or by supporting other providers, the ICRC can remove one of the possible causes of displacement.

Prevention

Weapon contamination

- ▶ The ICRC engages in advocacy with the relevant authorities on mines and explosive remnants of war with a view to stopping their use of such weapons and encouraging them to clear contaminated areas. Representations are often based on incident data collected first hand by the ICRC or the National Society.

Alleviating the effects of displacement

Protection

Protection of the civilian population

- ▶ It is often the case that the authorities bearing the primary duty to care for the displaced and to manage the displacement crisis lack the capacity or the will to do so. The ICRC plays an important role in highlighting critical humanitarian needs and making recommendations to the authorities on how they can better fulfil their obligations, including to protect civilians from abuses (see *Preventing displacement – Protection – Protection of the civilian population* above).
- ▶ IDPs are not a homogenous group: there are many sub-populations who are likely to have particular protection-related concerns. The ICRC takes measures to assess these concerns and to respond to the most urgent needs, through dialogue with the authorities and other stakeholders, as well as activities aimed at reducing the IDPs' exposure to risks. It also pays particular attention to the relationship between IDPs – living in dedicated places or hosted by residents – and local resident communities in order to avoid or reduce tension between the two groups, such as that caused by competition for overstretched resources. Whenever possible, the ICRC takes direct action to remove or reduce the causes of the tension.
- ▶ Part of encouraging respect for people's dignity includes ensuring that they have access to accurate information and can actively participate and influence decisions made on their behalf, to ensure that they are still able to make choices about their lives, however dire the circumstances. For example, a lack of information regarding the services available or a lack of familiarity with local procedures can reduce the capacity of new arrivals to obtain access to essential services and support. In such cases, the ICRC will directly facilitate beneficiaries' access to the services available, including those run by the State, as well as prompting the authorities to improve their communication and information-sharing systems.
- ▶ During their flight, IDPs may leave behind or lose critical documents (personal identification, passport, birth certificate, marriage certificate, etc.) or indeed have

them stolen, making it impossible for them to exercise their rights. The ICRC reminds the authorities of their obligations to make document replacement services available to all eligible citizens. It can also act as a neutral intermediary to relay official documents across front lines, between family members or between the authorities and civilians.

Restoring family links

- ▶ As they flee, IDPs often lose contact with loved ones, either in the chaos or because they have to leave them behind, or because they leave in a hurry and are unable to inform relatives ahead of time. Enabling the displaced to restore and maintain contact with their families, within the country or abroad, contributes to the psychological well-being of both the IDPs and their relatives, who may also be IDPs.
- ▶ ICRC-organized/supported family reunifications aim to reunite vulnerable people with their families, particularly those who became separated as a result of displacement.
- ▶ The ICRC also reminds the authorities of the right of families to ascertain the fate and whereabouts of relatives unaccounted for in relation to the conflict or other situations of violence. In addition to advocacy efforts, the ICRC may aim to boost national forensic and data management capacities, offer its legal expertise for the drafting of legislation, and work to improve psychosocial, economic, legal or administrative support for the families of missing persons.

Assistance

Economic security – emergency aid: food and essential household items

- ▶ People often have to flee at short notice, and in any case are likely to be limited in the belongings they can carry with them. When distributing aid, the ICRC gives priority to the most vulnerable households. Many of these are IDPs, although the ICRC also assists residents who are directly affected by the conflict but unable or unwilling to leave the affected area, or who are affected by the presence of IDPs and the additional strain that they place on resources. If the need exists, the ICRC provides food rations and essential household items, such as blankets, tarpaulins, jerrycans, kitchen sets and hygiene kits, to enable the displaced to set up temporary homes. Other items, such as clothes or fabric to make clothing, are also distributed according to need.

Economic security – livelihood support

- ▶ Some civilians are displaced temporarily and are able to return home after a relatively short time. Others experience more prolonged displacement. Being cut off from their livelihoods severely undermines the capacity of IDPs to generate income, and the longer the situation lasts, the more it depletes any resources they may have. In such cases, in addition to providing emergency relief, the ICRC also aims to help the displaced recover their ability to earn a living (see *Preventing displacement – Assistance – Economic security – livelihood support* above). Resident communities affected by economic impoverishment as a result of the presence of IDPs, especially the households hosting IDPs, also benefit.
- ▶ Occupational training often forms part of livelihood support programmes, either to help the beneficiaries keep up their skills or to enable them to take up a new economic activity more suited to the area to which they have been displaced.

Water and habitat

- ▶ ICRC water, sanitation and habitat activities provide communities with secure access to basic needs. They give IDPs, residents and returnees safe access to a source of water for multiple purposes (e.g. household consumption, agriculture or other essential needs); ensure better sanitation practices; improve public health by reducing the incidence of communicable diseases caused by inadequate hygiene; and prevent long journeys to water points, thus lessening the risk of being attacked. Such activities also aim to reduce any tensions caused by competition for resources. The maintenance, rehabilitation or building of public infrastructure such as water treatment plants, hospitals, health centres and schools give them access to essential services, provide the displaced, residents and returnees with shelter and help to protect them from adverse weather conditions.
- ▶ The displaced, resident and returnee beneficiaries systematically participate in the design, implementation and management of ICRC water and habitat projects.
- ▶ When large numbers of IDPs head for camps or converge on State-run reception centres or evacuation sites, they may find themselves in facilities able to cater only for much smaller numbers. The ICRC may carry out small-scale rehabilitation work on infrastructure, construct or repair water and sanitation facilities, provide equipment or train staff, volunteers or IDPs in rehabilitation or maintenance.

Health

- ▶ An influx of IDPs into an area can place a heavy burden on health care facilities that might already be run-down or overstretched owing to the conflict. In such cases, the ICRC may provide supplies, train staff and rehabilitate infrastructure to ensure the provision of comprehensive primary health care, including vaccinations, for IDPs and resident communities alike. At the same time, the ICRC highlights the needs to the authorities, encouraging them to expand the services they provide.
- ▶ Mobile clinics give IDPs and residents unable to reach permanent structures access to essential health and medical care; when needed, they are referred to a second level of care. Such clinics can also provide an early indication of any outbreaks of disease.
- ▶ In contexts where sexual violence is a major problem, the ICRC documents alleged incidents and brings them to the attention of the authorities concerned. Where feasible, it provides post-rape kits to ICRC-supported hospitals and health centres and runs training courses to ensure that health staff in those facilities are equipped and able to treat victims, including IDPs, effectively and to provide counselling.
- ▶ IDPs benefit from psychological support to help them deal with the trauma of displacement or of the violations of IHL that prompted the displacement.
- ▶ IDPs living in overcrowded and cramped conditions are particularly susceptible to the spread of disease. Health and hygiene promotion sessions aim to teach people basic practices that can help minimize or prevent the spread of disease.
- ▶ Depending on their circumstances, IDPs may be at risk of malnutrition. The ICRC may support therapeutic feeding programmes, including in emergency situations.

Weapon contamination

- ▶ To help prevent injuries caused by mines and explosive remnants of war, the ICRC marks contaminated areas, conducts mine-risk education, mobilizes and supports authorities/other actors to conduct clearance operations, and, in exceptional cases and in line with strict criteria, deploys specialist teams to conduct such operations for a limited time. In the event of an accident, it also provides surgical, medical and economic assistance to victims, including physical rehabilitation. In parallel, it continues its advocacy with the relevant authorities and often supports the work of the national mine-action body.

Easing return, local integration or relocation**Protection***Protection of the civilian population*

- ▶ Any movement of IDPs ordered by the authorities must be carried out in a safe, voluntary and dignified manner. In terms of responding to a displacement crisis, the authorities bear responsibility for restoring essential conditions required for resolution of the situation. The ICRC advocates the establishment of such conditions, which include security guarantees, assurance of access to and availability of essential services, the ability to exercise housing, land and property rights, and often, compensation for lost, stolen or destroyed property. A premature return often leads to re-displacement and further hardship. The ICRC can also advocate for other durable solutions that are put forward by displaced populations as their preferred option.

Assistance*Economic security – emergency aid: food and essential household items*

- ▶ IDPs finally returning to their places of origin may find that their homes and land have been destroyed. The ICRC commonly provides these people and those who decide to settle elsewhere with kits that might contain food, essential household and hygiene items, and/or shelter materials and tools to rebuild their homes.

Economic security – livelihood support

- ▶ IDPs returning to their homes or resettling elsewhere after a prolonged displacement will often require support in order to restart an economic activity. ICRC livelihood support programmes (see *Alleviating the effects of displacement – Assistance – Economic security – livelihood support* above) are also tailored to the needs of returnees and to residents in the areas of return or relocation, with a view to reducing tensions between the two groups.

Water and habitat

- ▶ By ensuring access to an adequate and safe water supply (see *Alleviating the effects of displacement – Assistance – Water and habitat* above), either directly or by supporting other providers, the ICRC can help create conditions conducive to the return or relocation of IDPs.

Health

- ▶ By ensuring access to health care services (see *Alleviating the effects of displacement – Assistance – Health* above), either directly or by supporting other providers, the ICRC can help create conditions conducive to the return or relocation of IDPs.

Weapon contamination

- ▶ To help create conditions conducive to the return or relocation of IDPs, the ICRC marks contaminated areas

and conducts mine-risk education to make people aware of the dangers. It encourages the relevant authorities and other actors to clear land contaminated with mines and explosive remnants of war and to stop using such weapons; in exceptional cases and in line with strict criteria, it carries out clearance operations for a limited time. In the event of an accident, it provides surgical, medical and economic assistance to victims, including physical rehabilitation.

WOUNDED AND SICK**Alleviating the effects of displacement****Protection**

- ▶ In its dialogue with the authorities and weapon bearers, the ICRC reiterates their obligations under IHL to respect medical personnel, equipment and facilities. In addition, health personnel are instructed in their work-related rights and obligations under IHL, such as marking structures with a protective emblem.
- ▶ The ICRC reminds the authorities, including the health authorities, of their obligation to prevent secondary separations and the measures that need to be taken accordingly (e.g. proper registration of patients in health structures, registration of medical evacuations).

Assistance*Medical care*

- ▶ The ICRC endeavours to ensure an integrated hospital care approach to the needs of the wounded and the sick, as part of a multidisciplinary response that also includes first aid, primary health care, mental health and psychosocial support and physical rehabilitation (see also *Civilians*).
- ▶ IDPs and residents alike may be wounded in the fighting or may fall sick and need to be treated in hospitals that are ill-equipped to deal with them because they are dilapidated or simply because of the sheer numbers of people in need. ICRC support for hospital care employs a comprehensive care approach that includes hospital management, emergency surgery, paediatrics, obstetrics and gynaecology, and internal medicine, as well as inpatient care for infectious diseases as part of outbreak management. This support may also include the provision of equipment, medical supplies and training, for example, in traumatology.
- ▶ Similarly, the ICRC supports first-aid posts and facilitates, as a neutral intermediary, operations to evacuate the wounded and sick from areas affected by fighting.

Physical rehabilitation

- ▶ ICRC support for people with disabilities aims to ensure their inclusion in society. It includes the provision of high-quality services that are accessible and sustainable.
- ▶ IDPs are among those who benefit from ICRC-supported physical rehabilitation programmes. They may receive artificial limbs, walking aids, wheelchairs and physiotherapy.

Water and habitat

- ▶ The renovation or construction of health facilities such as hospitals, health centres and physical rehabilitation centres also boosts the capacity to provide adequate services to those in need, including IDPs.

Easing return, local integration or relocation

Assistance

Physical rehabilitation

- ▶ Disabled IDPs may also benefit from projects – education, vocational training or micro-credit schemes – to help them reintegrate into society.

Water and habitat

- ▶ The renovation or construction of health facilities such as hospitals, health centres and physical rehabilitation centres also boosts their capacity to provide adequate services to those in need, including returnees.

ACTORS OF INFLUENCE

Prevention

- ▶ Prevention activities targeting actors of influence (e.g. political authorities, armed forces and other bearers of weapons, civil society representatives, the media, academics, young people, NGOs, etc.) always emphasize the need to take measures to respect the life and dignity of all people affected by armed conflict or other situations of violence, including IDPs. All actors are systematically made aware of their responsibilities and capabilities in this respect through a combination of bilateral meetings, dissemination sessions, training courses, documentation and publications, academic competitions and communication campaigns.
- ▶ The formal authorities, both civil and military, bear the primary duty to protect and assist people on their territory. A humanitarian response cannot substitute comprehensively for shortcomings in the formal system. The ICRC therefore reminds the authorities – at all levels, on the ground and in high-ranking positions right up to the cabinet – of their obligations to respect, protect and support those affected by displacement, and that IDPs enjoy the same rights and freedoms under the applicable legal frameworks (IHL and national law), without discrimination, as their compatriots.
- ▶ Where inadequate legislation exists, the ICRC provides technical support and expertise to the authorities to help them develop new laws.
- ▶ During its dialogue with all authorities and weapon bearers, the ICRC recalls how IHL stipulates that the parties to a conflict must allow and facilitate the rapid and unimpeded passage of humanitarian relief, which is impartial in nature and conducted without adverse distinction, subject to their right of control, for the benefit of civilians in need.

Preventing displacement

- ▶ Respect for the basic rules of IHL would prevent a good portion of the cases of conflict-affected displacement, which is often related to violations of those rules. Such rules include:
 - the obligation to distinguish at all times between civilians and combatants and between civilian objects and military objectives
 - the prohibition on making civilians or civilian objects the target of attacks
 - the prohibition on indiscriminate attacks
 - the obligation to use force that is proportional to the military objective in order to minimize the collateral damage suffered by civilians

- the obligation to take precautions in attacks to spare the civilian population
- the prohibition on the destruction of objects indispensable for the survival of the civilian population
- the prohibition on reprisals against the civilian population and civilian property
- the obligation to respect fundamental guarantees such as the prohibition of ill-treatment.

Alleviating the effects of displacement

- ▶ The authorities have the obligation to provide protection and assistance and to seek solutions when displacement occurs. This includes ensuring that civilians:
 - are protected against threats, indiscriminate arrests, attacks and other acts of violence, as is their property (either that currently with them or that left behind)
 - are able to maintain their dignity, physical, mental and moral integrity and family unity
 - have freedom of movement and freedom to choose their place of residence (in or out of camps, within the country or abroad) and are protected against forced return
 - have an adequate standard of living in terms of food, water, sanitation, basic shelter, clothing, health care and education
 - have access to the documents they need to enjoy and exercise their rights (personal ID, passport, birth certificate, marriage certificate, etc.)
 - have access to accurate information in order to make informed choices and participate in and influence decisions being made on their behalf.

Easing return, local integration or relocation

- ▶ The authorities also have the responsibility to restore conditions that permit return, local integration or relocation as quickly as possible. The basic conditions for sustainable, long-term solutions, based on voluntary, safe and dignified choices, include the following assurances that former IDPs:
 - do not suffer attacks, harassment, intimidation, persecution or any other form of punitive action upon return to their home communities or settlement in other locations
 - are not subject to discrimination for reasons related to their displacement
 - have full non-discriminatory access to national protection mechanisms (police, courts)
 - have access to the personal documentation typically needed to access public services, to vote and for administrative purposes
 - have access to mechanisms for property restitution or compensation
 - enjoy without discrimination an adequate standard of living, including shelter, health care, food and water
 - are able to reunite with family members if they so choose
 - are able to exercise the right to participate fully and equally in public affairs.

RED CROSS AND RED CRESCENT MOVEMENT

Cooperation

Preventing displacement, alleviating the effects of displacement, easing return or relocation

- ▶ In contexts where internal displacement is a major humanitarian concern, the ICRC promotes implementation of the Movement policy on internal displacement when responding directly to the needs of the people affected and when backing other Movement components in doing so. During the Movement's statutory meetings, and in coordination with the International Federation, it reports to the other components of the Movement on implementation of this policy.
- ▶ Whenever possible, the ICRC works in operational partnership with the National Society of the country in question to meet the needs of all those affected by displacement. It also provides technical, material and financial support and training to the National Society to enable it to boost its capacities to fulfil its mandate, for example in terms of restoring family links, first aid and emergency preparedness and response (see *Civilians* above).
- ▶ Furthermore, the ICRC often works in partnership with National Societies working internationally and contributing to its operations, including those addressing displacement, in cash, in kind or by providing personnel and operational management.
- ▶ Through regular meetings and dialogue, and in line with the Seville Agreement and its Supplementary Measures, the ICRC, when leading the Movement's international response, ensures that all operations to meet the needs of those affected by displacement are coordinated with other Movement components present in the context to ensure the best response. The ICRC supports such coordination mechanisms when they are led by other Movement components.

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.



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