

OVERVIEW OF OPERATIONS

2006



ICRC



This document contains:

- an overview of the ICRC's operations in 2006
- a description of its presence in the field
- a breakdown of its operational organization
- a description of its target populations
- a concise description of its programmes
- a brief description of 66 delegations
- global budget figures
- budgets by programme for each delegation

The ICRC's operations in 2006 and the respective budget figures are presented in detail in the ICRC's Emergency Appeals 2006, formally issued beginning of December 2005.



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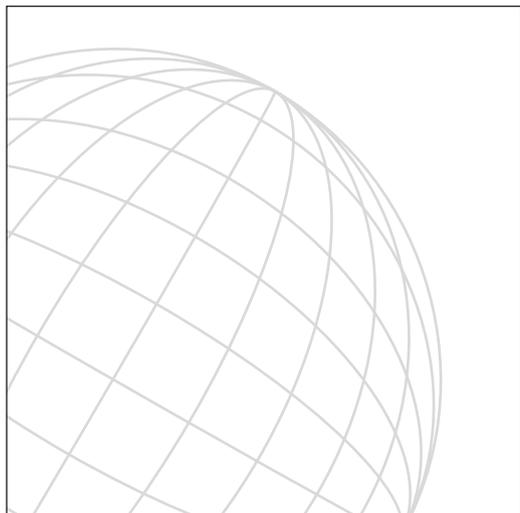


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abbreviations and definitions

A	1977 Additional Protocols AIDS	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 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 acquired immune deficiency syndrome
C	CHF Convention on Certain Conventional Weapons	Swiss francs 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
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
H	Hague Convention on Cultural Property HF HIV	Convention for the Protection of Cultural Property in the Event of Armed Conflict, 14 May 1954 high frequency human immunodeficiency virus
I	ICRC IDPs International Federation IHL IOM	International Committee of the Red Cross, founded in 1863 internally displaced people 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 and health emergencies, poverty brought about by socio-economic crises, and refugees; it combines this with development work to strengthen the capacities of its member National Societies. international humanitarian law International Organization for Migration

M	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.
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	non-governmental organization
O	Ottawa Convention	Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on their Destruction, 18 September 1997
	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
P	POWs	prisoners of war
R	RCMs	Red Cross messages
	Rome Statute	Rome Statute of the International Criminal Court, 17 July 1998
S	"Safer Access" approach	An approach developed by the ICRC to help National Societies better their response to the needs of conflict victims while enhancing the safety of their workers
	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	The Seville Agreement of 1997 provides a framework for effective cooperation and partnership between the members of the International Red Cross and Red Crescent Movement.
	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.
U	UN	United Nations
	UNDP	United Nations Development Programme
	UNESCO	United Nations Educational, Scientific and Cultural Organization
	UNHCHR	Office of the United Nations High Commissioner for Human Rights
	UNHCR	Office of the United Nations High Commissioner for Refugees
	UNICEF	United Nations Children's Fund
V	VHF	very high frequency
W	WFP	World Food Programme
	WHO	World Health Organization



introduction by the director of operations

In this document, the ICRC presents its main operational trends and priorities for 2006. It reflects the organization's bottom-up approach, containing primarily the analysis, objectives and plans of action developed by the ICRC's 80 delegations and missions around the world. In this consolidated form, they represent the carefully considered and targeted responses to the needs identified by the ICRC at the time of writing in late October 2005.

Development of conflict environments

The year 2005 will be remembered for a series of catastrophic natural disasters: the tsunami in parts of Asia, drought in Niger, hurricanes Katrina and Rita in the United States, tropical storm Stan in Central America and the earthquake in Pakistan and India, to name the most devastating.

The year will also be remembered as a year of fewer active armed conflicts and for the declining intensity of hostilities in several contexts, despite news of repeated appalling acts of violence from places such as Iraq, Darfur (Sudan), northern Uganda, Somalia and Nepal.

Closer scrutiny of these developments suggests a shift in the nature of armed conflicts in general and of internal conflicts in particular. Internal conflicts and situations of internal violence make up the majority of cases today. Current internal conflicts are significantly different from those of the second half of the 20th century, which were mainly anti-colonial and national liberation struggles. They are also distinct from the nationality-driven upheavals that led to the disintegration of the former Soviet Union and Yugoslavia and from the conflicts in the Great Lakes of Africa region.

Many of today's conflicts are characterized by a crisis of legitimacy reflecting the inherent fragility of many of the States involved, and by the multiplicity of local actors engaged in the hostilities representing a broad range of grievances. They include so-called "classic" conflicts between a government and one or more rebel groups, with mainly local causes and effects, and internal conflicts involving various opposition groups spurred by diverse motives and objectives stemming primarily

from local issues which nevertheless have major regional and international implications and involvement.

In 2005, an ongoing confrontation of global dimensions between certain States and a highly decentralized and loosely connected range of non-State actors manifested itself in a number of deliberate acts of terror in various parts of the world. It also led to a combination of military/counter-terrorist operations and the introduction of anti-terrorist legislation in some countries. At the other end of the spectrum, highly localized forms of intercommunity feuds, often of a transnational nature, inflicted high levels of human suffering in some regions.

Economic factors continue to weigh heavily on conflict dynamics, with a range of State and private actors competing for access to markets and critical natural resources such as oil, while a variety of other actors indulge in various forms of economic rapaciousness. The reality in many countries in the throes of or emerging from conflict is the weakness – in some cases the generalized collapse – of public services such as health, water supply and social welfare, delaying recovery and making the transition from emergency to development strategies harder to achieve.

Globally, the evolution of armed conflicts has been affected by the widespread proliferation of weapons and by mass migration from rural to urban settings, resulting in sprawling urban centres in many developing countries. This has contributed to an increase in new forms of urban violence, often blurring the distinction between political violence and criminality.

More encouragingly, a number of conflict situations have seen a marked improvement in terms of stabilization, containment or transition, often the result of international or regional peace-keeping efforts. However, while effectively ending or freezing the period of active hostilities and addressing some of the populations' most pressing security needs, such large-scale operations have stretched the resources of the international community. Furthermore, they often take place in contexts of great socio-economic instability which experience slow and often lengthy processes of demobilization, reintegration and

reconciliation. This has resulted in delayed development, persistent insecurity, rising criminality and increased hardship for the populations concerned.

Experience shows that while today's conflicts generally result in lower direct casualty rates than in previous decades, the number of indirect victims is very high. Moreover, current conflicts and situations of violence tend to last longer, while protracted transition periods often produce little concerted action to address the underlying causes of the conflict, making a renewal of hostilities possible in several contexts.

Many of the features of current armed conflicts described above have existed for some time, while others are more recent. In today's world, it is the interconnection between many of these factors, both local and global, that has complicated the analysis of specific situations and the formulation of appropriate responses. The overriding challenge ahead is to address the multiple needs of populations affected by extremely diverse situations of conflict and violence, and to respond rapidly and effectively to new emergencies.

Implications for current ICRC operations

In 2005, the ICRC confirmed its worldwide reach and was operational in numerous conflict zones. Among the most notable achievements during the year were an ambitious and multifaceted operation in Darfur and major humanitarian programmes in northern Uganda, Liberia, Côte d'Ivoire and an increasingly unstable Somalia. The ICRC also pursued its wide-ranging humanitarian commitments in Israel and the Palestinian territories, Iraq, Afghanistan, Myanmar, the northern Caucasus, Colombia, Haiti and many other contexts.

The ICRC, alongside its Movement partners, mounted large-scale operations in response to two major natural disasters – the Asian tsunami on 26 December 2004 and the earthquake in South Asia on 8 October 2005. It also continued to fulfil the lead role for the Movement's action in regions affected by conflict, or politically and militarily unstable.

As in previous years, ICRC field operations addressed diverse needs and situations. Visits to detainees took place in around 80 different countries across the globe. New agreements on access to places of detention were reached with the authorities in Tunisia and Mauritania. Tracing and family links services proved critical both in acute emergencies, such as in the aftermaths of the tsunami and hurricane Katrina, and in dealing with the lasting consequences of war or with the demobilization and reintegration process in places such as the Democratic Republic of the Congo (DRC) and countries of West Africa. Strategies combining protection and assistance activities were implemented on behalf of civilians affected by conflict and violence. These included programmes for internally displaced people in northern Uganda, Liberia, Colombia, Nepal and elsewhere. In other contexts such as Darfur, the ICRC set its priority on assisting and protecting the resident population in remote areas.

The ICRC also broadened its capacity to respond more effectively to the specific needs of women and young girls. An integrated response to the problem of sexual violence, combining medical treatment, community-based counselling and protection and prevention measures for victims, was introduced in the DRC. Similar programmes were implemented in,

among other places, Algeria, Burundi, Liberia, Sudan, and Yemen.

Its acceptance by all actors, proximity to the victims of armed conflict and the security of its staff remained central to the ICRC's ability to operate. From a security point of view, 2005 was again a difficult year with the loss of two colleagues, one Iraqi and one Haitian. The ICRC is also still without news of two of its staff members, one who went missing in South Africa in 2001 and the other in Chechnya in 2003. In general, the ICRC continued to work in highly complex and volatile environments such as Iraq, where it has adopted a specific security-management approach enabling it to carry out a number of important activities, notably visits to detainees.

The risk of rejection by certain parties who challenge the legitimacy of humanitarian action, or of the instrumentalization of humanitarian action by others, is ever present. Faced with this problem, the ICRC strove to demonstrate the specific advantages of its neutral and independent approach through its operational decisions and field strategies. Progress was made in efforts to deepen dialogue with the Muslim world, primarily with civil society representatives, religious circles and radical groups.

In parallel, the ICRC gave precedence to the maintenance of bilateral and confidential dialogue with influential State actors. The opening of a delegation in Beijing in 2005 represents a major achievement in this regard and underlined the commitment of China and the ICRC to strengthen relations and operational cooperation.

The ICRC pursued efforts to promote and demonstrate the relevance of IHL in contemporary forms of armed conflict. More critically, it sought to ensure respect for IHL by the parties engaged in armed conflict.

The year 2005 was also marked by important debates on the future of the humanitarian sector, in particular in the context of the UN reform process. The ICRC opted for active engagement in the consultative phase, specifically within the framework of the Humanitarian Response Review and the Inter-Agency Standing Committee Principals' meetings and working groups.

The ICRC sees a number of benefits in efforts to improve the UN humanitarian response capacity. It nevertheless also opted for a strong affirmation of its own identity and a reassertion of the distinct benefits of its specific neutral and independent operational approach. At the same time, it has formulated a pro-active and reality-based set of guidelines on humanitarian coordination, both institutionally and in the field.

Key challenges for the ICRC in 2006

Developing a universal and professional humanitarian response to needs in times of armed conflict and violence

It remains crucial for the ICRC to respond to needs that arise in the full spectrum of conflict situations in the world. This implies an ability to act rapidly and effectively in instances of acute crisis (e.g. in Sudan, or after the Asian tsunami, or the earthquake in South Asia). In this respect, the ICRC is determined to make optimum use of its specific expertise and added-value, based on a structured and constantly updated early-warning, rapid-response and rapid-learning capacity. Equally central is the capacity to sustain longer-term commitments in chronic

crises, early transitional phases or situations of violence that attract little or no attention.

A professional humanitarian response means several things. First and foremost, it implies concern for people, concern for their individual dignity and sensitivity when addressing their most urgent needs. Acting in proximity to the victims of armed conflicts – men, women and children who have borne the brunt of arbitrary violence and who have endured great suffering – implies concern for quality and meaningful humanitarian action to assist and protect them.

Second, the ability to fulfil its humanitarian tasks implies having qualified staff – national and international, generalists and specialists – who are familiar with and who understand the different contexts in which they work. Humanitarian workers require special qualities such as sensitivity to cultural differences, curiosity, the ability to listen and a desire to find solutions to even the most intractable problems in highly complex environments.

Third, implementing effective humanitarian responses means investing and developing the ICRC's capacities in specific fields of expertise to ensure future relevance. In 2006-07, the ICRC will reinforce its protection activities, in particular with regard to detention-related and tracing work, through field tests, staff development and supplementary resources.

Lastly, a professional humanitarian response implies an ability to integrate various activities, such as protection and assistance, or protection and prevention, based on an all-victims approach and a multifaceted and intelligent response to specific needs, such as those of women and girls or internally displaced people.

Focusing on operational and security management

The ICRC's operational philosophy – acting in the closest possible proximity to those in need – requires a commitment to develop and maintain a broad network of staff in the different contexts in which it works and a highly decentralized security-management concept. It also demands a shared recognition of the risks involved in the current diversified and often unpredictable environments.

What used to involve primarily contacts and dialogue with official armed and security forces on the one hand and fairly structured rebel or opposition movements on the other hand, today requires approaching a diversity of non-State actors from political to criminal, some with initially clear chains of command, but which later splinter into multiple sub-groups or clans with shifting agendas. It also means dealing with a broad spectrum of parties, ranging from powerful conventional armies to radical armed groups or urban gangs. Learning to adapt to and work with this diversity is crucial.

Safeguarding the essence of neutral and independent humanitarian action

The humanitarian environment and community have experienced significant changes in recent years. The process of integrating crisis-management responses – combining political, military, social and humanitarian objectives and activities – has continued and is an inherent feature of many contexts today. This has taken the form of integrated – or multi-disciplinary – UN missions or stabilization or enforcement campaigns led by one or more States.

This trend is likely to persist and the ICRC has stated unambiguously that, while continuing to coordinate with all humanitarian actors concerned, it cannot be part of such integrated approaches. The reason is straightforward: the mandate the ICRC was given by the international community entails a responsibility to act in all situations of armed conflict and violence. Such situations are by definition highly sensitive and to fulfil its role, the ICRC needs to build acceptance by and seek dialogue with all actors influencing or directly involved in a given conflict, however complex it may appear to be. To do so, it must be – and be seen to be – neutral and independent. Neutrality must be understood here as a deliberate decision not to take sides in a conflict and to keep its action distinct from the political or military agenda of any one actor. By the same token, the ICRC will continue to attach the greatest importance to bilateral and confidential dialogue in the conduct of its operations.

This approach does not mean that the ICRC believes that there is only one definition of humanitarian action. It does, however, want its own approach and action to be clearly understood as separate and accepted for its distinct added value in all situations of armed conflict, whether acute, chronic or in transition.

Investing in partnerships and coordination

That said, the ICRC will pursue its efforts to coordinate with other humanitarian agencies in a proactive manner based on its actual capacity to deliver humanitarian services.

ICRC teams in the field and units at headquarters spend significant amounts of time in consultation and coordination with other organizations operating in the same contexts and sharing similar objectives. For example, they participate whenever possible in UN general, specific or thematic coordination meetings to increase the effectiveness and ensure the complementarity of responses to humanitarian needs. They also liaise with the UN regarding the Consolidated Appeals process. The ICRC will continue to identify operational and institutional partnerships with other components of the Movement, the UN and its specialized agencies and NGOs.

Operational priorities in 2006

The core focus of the ICRC in 2006 will be to act in close proximity to people affected by armed conflicts and internal violence and provide them, to the best of its ability, with a meaningful humanitarian response to their plight. The ICRC will seek to act rapidly and efficiently, taking into account the diverse nature of the situations and the needs involved.

The present document submits to your attention an initial appeal for CHF 895.3 million to cover ICRC field activities in 2006.

The ten largest operations worldwide will be: Sudan (CHF 127.6 million), Pakistan (CHF 97.1 million), Israel, the Occupied and the Autonomous Territories (CHF 42.8 million), Afghanistan (CHF 39.1 million), Iraq (CHF 38.3 million), Moscow regional delegation (CHF 34.0 million), Democratic Republic of the Congo (CHF 29.6 million), Liberia (CHF 27.3 million), Ethiopia (CHF 26.2 million) and Somalia (CHF 26.1 million).

Notable features

A central feature of the ICRC's 2006 budget is the confirmation of a broad operational commitment and range of activities. The size of the initial budget, which represents a CHF 76 million

increase over the initial 2005 budget, is explained by large-scale operations in countries where the ICRC has demonstrated a specific added-value and by the increase in the budget for Pakistan following the earthquake (CHF 97.1 million).

For a second consecutive year, the planned expenditure for Africa is in excess of CHF 385.2 million. The continent has again experienced a number of significant developments over the past 12 months, both positive and negative. There have been constructive political processes leading to elections and greater stability in Burundi and Liberia, and a marked reduction in the intensity of violence in Angola and southern Sudan. At the same time, the situation has remained very preoccupying in Darfur, northern Uganda, eastern DRC, Somalia and Côte d'Ivoire.

Whether in contexts where there is open conflict or in countries in transition, there are multiple needs to be addressed, which explains the scale of ICRC mobilization. Sudan alone accounts for one third of the Africa budget, with the ICRC seeking to consolidate the operational capacity it has built up in Darfur. Similarly, the ICRC has maintained an extensive involvement in northern Uganda (CHF 20.8 million). In Somalia (CHF 26.1 million), where the population in the central and southern parts of the country is experiencing high levels of violence and suffering, the ICRC has reinforced its operation for 2006. It has also stepped up preparation for and increased resources to deal with the uncertainty in Côte d'Ivoire (CHF 22.5 million).

The budget for Rwanda (CHF 10.4 million) reflects a further decrease over last year as a result of the successful implementation of an exit strategy in the area of food assistance in prisons.

The Asia budget has increased significantly, rising to CHF 231.2 million. The ICRC's response to the devastating impact of the earthquake in South Asia explains this high level of planned expenditure. This response takes place within the framework of an agreement between the ICRC and the International Federation under which the ICRC has assumed the lead role for the Movement in Pakistan-administered Kashmir. Helping the affected population through the very difficult winter months will be the ICRC's main priority in this context.

The ICRC's operation in Afghanistan, where levels of violence have risen in some parts of the country, remains substantial despite a decrease in the budget (CHF 39.1 million). The focus will remain on detention-related activities, as well as on medical and physical rehabilitation programmes. The budget for Nepal, where the ICRC runs wide-ranging protection programmes, has seen a slight increase (CHF 11.0 million). Myanmar, too, will remain a sizeable operation (CHF 14.5 million).

The response to the effects of the tsunami in Indonesia (CHF 11.8 million) and Sri Lanka (CHF 15.6 million) has moved beyond the emergency phase and into early recovery. The ICRC has therefore significantly reduced its tsunami-related activities in these two countries, although it still provides operational coordination for the Movement in the regions of these countries that were until recently or still are affected by conflict or violence, where it now focuses on its own traditional fields of activity.

The Middle East has a lower initial budget for 2006, standing at CHF 102.7 million. This decrease reflects a lower level of planned expenditure in Iraq, taking into account the reduced

range of activities decided on after the killing of an ICRC staff member in Baghdad in January 2005. It is important to note that the CHF 38.3 million budget for Iraq in 2006 is indicative of the ICRC's will to achieve the best possible impact there, despite the security risks involved.

The budget for Israel, the Occupied and the Autonomous Territories has decreased (CHF 42.8 million), in light of the Israeli disengagement from Gaza. Nevertheless, the ICRC will keep up its protection activities covering detention visits, family visits to detainees and monitoring compliance with IHL, as well as its various assistance programmes for the Palestinian population.

The Europe and Americas budget is slightly lower than in previous years (CHF 133.6 million). Operations in the northern Caucasus remain significant (CHF 34.0 million), while Colombia sees a budget reduction (CHF 24.7 million), reflecting a decrease in population displacements. Haiti continues to be a complex operation (CHF 4.9 million), not least because of the unpredictable security environment.

Operations in the southern Caucasus and the Balkans have been further adapted, or downsized, following the successful implementation of handover or exit strategies.

Conclusion

The 2006 Emergency Appeals reflect the ICRC's renewed commitment to effective operational responses. Achieving the objectives outlined in this document requires creativity and determination on the part of ICRC staff. It requires acceptance and understanding of the ICRC's mandate and activities on the part of a multiplicity of stakeholders. It also requires critical diplomatic support from donors, National Societies and the private sector.

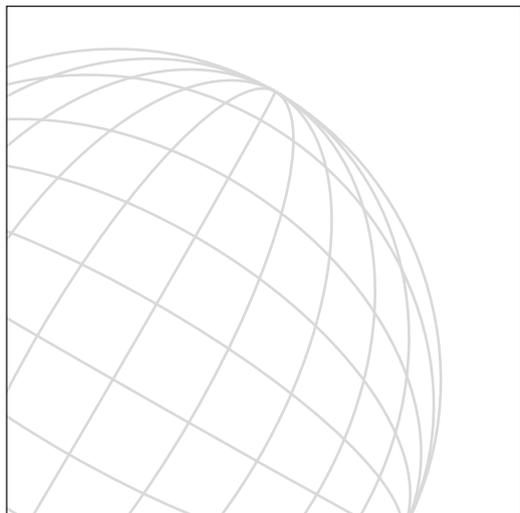
The ICRC is immensely grateful for the support and confidence of donors it enjoyed in 2005. The donor community's generosity and trust played a central role in enabling the ICRC to fulfil its responsibilities. In return, the ICRC has invested in a range of activities, from reporting to evaluations, to improve feedback to donors and to ensure a high level of transparency on how it makes its decisions and uses the funds received.

This document presents a summary of the ICRC's activities and financial requirements, taking into account that situations may change in the course of the coming year.

The ICRC is more than ever determined to act on behalf of people whose lives are disrupted by armed conflict and violence. In today's constantly evolving environment this is a daunting task.



Pierre Krähenbühl
Director of Operations



icrc operational framework

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

Today more than ever, 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 and needs of the populations the ICRC wants to help. It is important as well to ensure the coherence of ICRC activities both in the medium and long term, as well as between comparable contexts.

To this end, the ICRC works with a dynamic network of multi-disciplinary teams composed of both specialized and non-specialized staff who are led and coordinated by a competent management with clear policies and priorities. Effective monitoring and critical evaluation, drawing on lessons learned from past experience, are also crucial to this process, as is coordination with the numerous actors present on the increasingly complex and critical humanitarian scene.

The ICRC operational framework is characterized by a diverse range of activities requiring varied skills and expertise, a focus on different target populations, and the strategic use of various modes of action at different levels of intervention.

MODES OF ACTION

The modes of action used by the ICRC depend on the situation, the problems encountered and the objectives to be achieved.

- ▶ **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.

- ▶ **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 direct services to people in need, often in place of authorities who are not able or not willing to do so.
- ▶ **Mobilization:** activities aimed at prevailing on third parties to influence the behaviour or action of the authorities, to support them, or to provide direct services to people in need.
- ▶ **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 reoccurrence.

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 affected populations:

- ▶ **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 full respect for IHL and/or other fundamental rules protecting persons in situations of violence (environment-building action).

TARGET POPULATIONS

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

- i) **Affected populations/persons** are individuals or segments of the population suffering the direct and/or indirect effects of a confirmed or emerging situation of armed conflict or 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 internationally accepted standards. The ICRC distinguishes between three different groups of people:
- ▶ **civilians:**
all people who do not take a direct part in hostilities or violence but whose physical or mental integrity and dignity are either threatened or affected during a conflict or another situation of violence;
 - ▶ **people deprived of their freedom:**
all individuals deprived of their freedom in connection with a situation of armed conflict or violence, such as prisoners of war, civilian internees and security detainees;
 - ▶ **the wounded and sick:**
people injured or suffering from disease in a situation of armed conflict or violence.
- ii) Then there are **individuals or institutions** that, because of their roles and functions, may directly or indirectly take action to curb, avoid or put an end to violations of IHL or other fundamental rules protecting persons in situations of violence, and protect or aid those affected when humanitarian problems arise. The ICRC endeavours to persuade them to take action, in the manner most conducive to promoting full respect for those fundamental rules and to ensuring that the people in need receive protection and assistance. This second broad category comprises the following:
- ▶ **the authorities:**
political decision-makers (civil, administrative or legislative authorities, whether official or unofficial);
 - ▶ **armed forces and other weapon bearers:**
armed, police and security forces, and all State and non-State actors involved in armed violence;
 - ▶ **civil society:**
the public at large, representatives of civil society or other actors exerting influence such as the media, associations of various kinds, NGOs, religious authorities or opinion-makers, economic entities, young people, university students and academic institutions;
 - ▶ **the Movement:**
besides the ICRC, the Movement comprises the National Societies and their International Federation. There is a National Society in almost every country in the world, carrying out humanitarian services for the benefit of the

community. For the ICRC, the existence of a local partner in each country is a valuable asset and one of the distinguishing features of cooperation within the Movement.

Particular concerns

The ICRC devotes particular attention to certain individual characteristics and situations which further increase vulnerability. As the civilian population becomes increasingly caught up in armed conflicts, specific problems may engender or exacerbate vulnerability among women, children, the elderly or minorities.

As warring parties fight for territorial control, more and more civilians are displaced. Forced displacement is used as a tactic to weaken enemy forces by targeting communities considered to be supportive of them, or to access 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 services such as a clean water supply, sewage systems, health care or education.

Children are not spared in conflict, as 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 three out of every five war victims assisted by the ICRC are children. They are often the powerless 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 and 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 assaults. Warring parties often use sexual violence, including rape, as a means of warfare against the civilian population, with women and girls as the principal targets. In addition, deprivation of access to the basic means of survival and health care makes women and girls more vulnerable. It is important to understand in which way, owing to their status and role in a given context, women and girls are affected by a situation of violence and how best humanitarian programmes can contribute to alleviating their plight.

As the ICRC aims to provide a comprehensive response to all populations affected by armed conflict or violence, neither its programmes (protection, assistance, preventive action and cooperation with National Societies) nor their corresponding budgets are designed in such a way as to cater solely to one or the other 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 the *Emergency Appeals 2006*.

In late 2001, the ICRC launched the "**Missing**" project to heighten awareness of the tragic fate of people who are unaccounted for as a result of armed conflict and other situations

of violence and of the anguish suffered by their families. A process of consultation drawing on the knowledge of experts from all corners of the globe culminated in the International Conference of Governmental and Non-Governmental Experts on the missing and their families, convened by the ICRC in Geneva in February 2003. The Conference, the first of its kind anywhere, was viewed as an important achievement (more than 350 participants from 86 countries). Its objectives were to review all methods of preventing disappearances and of responding to the needs of the families left behind; to agree on common recommendations and operational practices; and to heighten concern about the issue of missing persons among governments, NGOs, UN agencies and relevant segments of civil society. The Conference adopted a series of observations and recommendations, which laid a solid foundation for the work ahead.

The ICRC's strong commitment to the "Missing" project was confirmed by the pledge it made at the 28th International Conference of the Red Cross and Red Crescent in December 2003. New operational guidelines have been established and are currently being implemented on the ground by the relevant ICRC delegations worldwide. Moreover, the ICRC will continue to emphasize, in all the international, regional and national forums it attends, the importance of addressing and ultimately resolving the issue.

PROGRAMME DESCRIPTIONS

PROTECTION

Programmes in this area cover all activities designed to ensure protection of the victims of armed conflicts and other situations of violence. The beneficiaries are resident and displaced civilians, people deprived of their freedom (in particular prisoners of war, security detainees, internees and other vulnerable people), people separated from their relatives by conflict, and missing people and their families.

Protection is the mainstay of ICRC activities. It lies at the heart of the ICRC's mandate and IHL. As a neutral and independent 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. It monitors the situation and the treatment of the civilian population and of persons deprived of their freedom, shares its findings with the authorities concerned, recommends preventive or corrective measures and conducts follow-up activities.

Respect for persons deprived of their freedom

The objective of the ICRC's activities for persons deprived of their freedom is purely humanitarian, namely to ensure that their physical and mental integrity is fully respected and that their conditions of detention are in keeping with IHL and/or 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 conditions of detention. This involves in particular:

- ▶ negotiating with the authorities to obtain access to persons deprived of their freedom wherever they may be held, in accordance with procedures that guarantee the effectiveness and consistency of ICRC action;
- ▶ visiting all detainees, assessing their conditions of detention and identifying any shortcomings and humanitarian needs;
- ▶ monitoring individual detainees (for specific protection, medical or other purposes);
- ▶ maintaining family links (such as facilitating family visits or forwarding RCMs);
- ▶ under specific conditions, providing material and medical relief supplies to detainees or engaging in cooperation on specific projects with the detaining authorities;
- ▶ fostering a confidential but meaningful dialogue with the authorities at all levels regarding any problems of a humanitarian nature that may arise.

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

- ▶ delegates must be provided with full and unimpeded access to all detainees falling within the ICRC's mandate and to all places where they are held;
- ▶ 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 mandate 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. This involves in particular:

- ▶ engaging in dialogue with the authorities to obtain access to individuals or groups needing protection and/or assistance;
- ▶ deploying delegates in the field, assessing the living conditions of the civilian population and its means of subsistence, analysing cases of abuse and violations of IHL and identifying any shortcomings or needs arising from the violations;
- ▶ monitoring individuals who are particularly vulnerable;
- ▶ establishing and maintaining a dialogue – preventive and corrective – with the relevant civil and military authorities at all levels regarding humanitarian issues, and reminding them of the applicable rules of IHL.

Restoring family links

These activities aim to restore or maintain contact between members of families separated by armed conflict or other situations of violence, including persons deprived of their freedom, with a view to relieving their mental anguish. This involves in particular:

- ▶ forwarding family news (through various means, such as RCMs, radio broadcasts, the telephone and the Internet) via the worldwide Red Cross and Red Crescent network (National Societies and ICRC delegations);

- ▶ collecting information on detentions, disappearances and deaths, collecting tracing requests from the families of missing people and submitting them for clarification to the relevant authorities;
- ▶ organizing repatriations and family reunifications;
- ▶ facilitating family visits to detainees or across front lines;
- ▶ issuing ICRC travel documents for people who, owing to a conflict, do not or no longer have identity papers and are about to be repatriated or resettled in a third country.

Missing persons

Activities for missing persons are intended to shed light on the fate or whereabouts of people who are unaccounted for as a consequence of armed conflict or other situations of violence, to alleviate the anguish of their relatives. This involves establishing and supporting mechanisms to facilitate dialogue between the authorities and the families of missing people in order to speed up the tracing process, which can include the exhumation and identification of human remains, and responding to the needs of the families left behind.

ASSISTANCE

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.

Assistance activities are based on the “health pyramid” approach, whereby priorities are set in such a way as to reduce as rapidly and effectively as possible the risks of disease and death among the populations concerned. The health pyramid shows that precedence must be given to ensuring access to food, water and other vital necessities, and to restoring satisfactory hygiene conditions through the adoption of public health measures. However, assistance must not lead to dependency. The ICRC’s strategy aims to restore self-sufficiency, which helps those affected to preserve their dignity.

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. This involves in particular:

- ▶ proposing, planning and implementing relief programmes (distributions of food and essential household items), food production and micro-economic initiatives, where possible through a community-based approach;
- ▶ contributing to a better understanding of how conflict can engender or aggravate vulnerability in certain groups of people and alerting the authorities and other key stakeholders to their emergency needs.

Water and habitat

Water and habitat programmes are designed to ensure access to safe water (for both drinking and household use) 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 ensures access to water and safe environmental sanitation 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 services

Health-related activities are designed to give people affected by conflict access to appropriate preventive and curative health care that meets universally recognized standards, a task which entails assisting local or regional health services and sometimes stepping in for them on a temporary basis. This involves in particular:

- ▶ implementing activities, supporting existing structures and programmes or mobilizing others in order to foster access to health care, especially in the following key areas: health in detention; pre-hospital care (first aid for the war-wounded and medical evacuations); emergency hospital care; hospital management; basic health care and support for victims of sexual violence;
- ▶ negotiating with the authorities in order to guarantee the affected population safe access to quality health care.

Physical rehabilitation

Physical rehabilitation projects are designed to provide physically disabled civilians and military personnel with prosthetic/orthotic appliances so that they can recover their mobility and play an active role in society. This involves in particular:

- ▶ manufacturing prosthetic/orthotic appliances and components;
- ▶ providing national technicians with theoretical and practical training in accordance with recognized standards;
- ▶ engaging in dialogue with the authorities, especially on questions concerning the handover and continuation of projects.

PREVENTION

Preventive action covers all pre-emptive steps taken to limit violence and to prevent human suffering, by influencing the attitudes and behaviour of those who determine the plight of people affected by armed conflicts or other situations of violence, and/or who can influence the ICRC’s ability to gain access to these persons and to operate efficiently in their favour. These activities are carried out both in peacetime and in times of war.

Development of IHL

These activities aim to promote the adoption of new treaties to make IHL more effective and to respond to needs which arise as a result of technological progress and the changing nature of armed conflict. At the same time, the ICRC furthers the development of international customary law by encouraging constructive State practice. This involves in particular:

- ▶ taking part in meetings of experts and diplomatic conferences held to develop new treaties or other legal instruments, and formulating bilateral and multilateral initiatives to promote their acceptance by governments and relevant organizations;
- ▶ monitoring new developments, carrying out studies, organizing meetings of experts and drafting proposals.

Implementation of IHL

Implementation activities aim to promote the universal ratification of humanitarian treaties and the adoption by States of legislative, administrative and practical measures to give effect to these instruments at national level. It is also important to ascertain 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 bearers of weapons correctly understand the law applicable in such situations. This involves in particular:

- ▶ promoting humanitarian treaties among the relevant authorities by making representations to governments, providing training in IHL and drafting technical documents and guidelines to further national implementation;
- ▶ providing technical advice and support for the implementation of IHL, undertaking studies and carrying out technical assessments of the compatibility of national legislation with this body of law;
- ▶ responding to requests for information on IHL and producing studies and reports on aspects of its provisions which are unclear or not fully respected;
- ▶ translating existing IHL and human rights texts and materials into different languages;
- ▶ encouraging and helping authorities to integrate IHL into the doctrine, education and training of national armed, police and security forces, and into the training and education programmes for future leaders and opinion-makers in universities and schools.

Communication

The following complementary communication approaches constitute a key component of preventive action and facilitate ICRC access to the victims of armed conflict and 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;
- ▶ processes to scan the humanitarian environment at the global, regional and local levels with a view to identifying, understanding and addressing perceptions and issues having an impact on the ICRC's ability to operate.

This involves in particular:

- ▶ developing and implementing strategies to influence the attitudes and actions of other weapon bearers;
- ▶ developing communication strategies and tools to mobilize key target groups – such as leaders and opinion-makers – in favour of respect for IHL and acceptance of ICRC action on behalf of victims of armed conflict;
- ▶ developing and 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;
- ▶ responding to public information requests on humanitarian norms, issues and action in situations of armed conflict.

Mine action and other weapons issues

The ICRC devotes particular attention to promoting measures to restrict or prohibit the use of weapons 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 and the emergence of new technology.

The ICRC, working closely with National Societies, also implements preventive mine action operations in situations where mines and other explosive remnants of war represent a danger to the population. These programmes are adapted to each individual situation and can comprise a range of activities that seek to define the problem, facilitate a flexible and effective response and take into account the activities of others in this field.

This involves in particular:

- ▶ making representations to governments and other weapon bearers;
- ▶ providing an IHL perspective on weapons issues in national and international forums;
- ▶ 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 Ottawa Convention and the Convention on Certain Conventional Weapons, 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;
- ▶ holding meetings with key mine action actors that contribute to the development of mine action policy, methodologies and systems;
- ▶ planning and implementing preventive mine action programmes, often in cooperation with National Societies, to limit the physical, social and economic impact of mines and other explosive remnants of war.

COOPERATION WITH NATIONAL SOCIETIES

It is vital to ensure that all the Movement's components provide assistance and services to beneficiaries as effectively and efficiently as possible, acting in accordance with the Movement's Statutes, policies and Fundamental Principles. The ICRC's cooperation activities aim to reinforce National Society capacity to provide humanitarian services in situations of armed conflict or internal strife and to foster coordination between the Movement's components to achieve mutually supportive and effective action.

The ICRC shares its expertise with the National Societies in their domestic and international activities, not only in times of conflict or internal strife, but also in peacetime. It does this by:

- ▶ strengthening the National Societies' capacity to take action and provide appropriate services in times of conflict in their own country;
- ▶ 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 conflicts;
- ▶ promoting dialogue 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 cooperation between the ICRC and 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 situations of conflict and internal strife;
- ▶ restoring family links through the worldwide Red Cross/Red Crescent tracing network;
- ▶ raising awareness of the dangers of mines and other explosive remnants of war;
- ▶ supporting National Societies in relevant legal matters, such as recognizing or reconstituting a Society, drawing up or amending statutes, and preparing for statutory meetings of the Movement.

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

- ▶ providing National Societies with technical expertise;
- ▶ making available material and financial assistance in order to help National Societies to fulfil their humanitarian role in situations of armed conflict;

- ▶ 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 exercise executive, managerial or support responsibilities in areas agreed with the National Society.

Whatever forms the ICRC's support may take, it is offered in a spirit of partnership in order to transfer knowledge and thus meet the overall objective of strengthening the National Societies' capacity to act in a sustainable manner. 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 this capacity-building support in close consultation and coordination with the International Federation, as these 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 conflict or internal strife. 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. In some instances, the implementation of activities may be fully delegated to the National Society with ICRC supervision or monitoring. The National Society's autonomy in managing such activities may vary, and is contingent on its operational capacity and conditions on the ground.

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 involves meeting the ICRC's own objectives within its budget and consequently the ICRC retains principal responsibility. Details of these activities are published in the ICRC's *Annual Report*.

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 2004, the ICRC launched a project to revise the approach, terms and conditions and management procedures of operational partnerships with National Societies working internationally. The previous approach of "delegated" and "bilateral" projects is still in force, but new approaches are currently being tested in selected operational contexts.

Previous approach: delegated projects and bilateral projects

The ICRC can, in certain circumstances, delegate the implementation of part of its own programmes to a National Society working internationally. When this happens, the National Society in question takes responsibility for the implementation of the project, which remains fully integrated in the ICRC operation in the country concerned. The “**delegated project**” thus remains within the framework of the ICRC’s objectives and budget. Should the National Society be forced to withdraw from the project for unforeseen reasons, the ICRC will see it through to completion.

A National Society carrying out a delegated project is expected to supply all human, financial and material resources required for its implementation, and all of its expenses become a contribution to the ICRC’s budget. Reporting on the project is part of the ICRC’s standard reporting. Delegated projects are included in the *Emergency Appeals 2006* in the section on the relevant operation under the heading “Humanitarian response”. Since the time frame of such projects does not always match the ICRC’s annual planning and budgeting cycles, not all delegated projects that may be implemented during the year are mentioned at the time of writing the *Emergency Appeals 2006*.

In some cases, the ICRC may decide to provide logistics or other support services to projects implemented by a National Society in areas which are not part of the ICRC’s objectives and budget. In such cases it enters into a “**bilateral project**” with the National Society concerned. Unlike delegated projects, the ICRC does not normally take over the implementation of bilateral projects if a National Society is unable to complete them. With this form of cooperation, the ICRC and the National Society concerned sign a bilateral agreement, and the reporting is not integrated into the ICRC’s standard reporting procedures.

New approaches being piloted with National Societies working internationally

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 initiated the Operational Partnerships Project (OPP). The OPP format comprises new forms of partnership and management procedures that aim to bring “added value” to the Movement’s overall humanitarian response.

Two operating procedures were defined and tested in 2004 and 2005. The first – **Integrated Partnerships** – is applied to 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** – is applied to 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. The decision on whether these pilot approaches are to be extended to all ICRC operations will be taken in 2006.

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, internal strife 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 are established that cover all the Red Cross and Red Crescent institutions active on the ground. Such mechanisms function with sufficient regularity to serve the needs of the operation concerned.

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. Country-level memoranda of understanding, defining the roles and responsibilities of each Movement component in emergency and normal situations, during periods of 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. Revised operational guidelines to enhance coordination have been applied to contexts affected by the Asian tsunami, and are under further development for their wider application in other contexts in the future.

GENERAL

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

OVERHEADS

The budget for each operation comprises a 6.5% overhead charge 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 2006*. The contribution covers approximately 30% of the actual cost of support provided by headquarters to field operations.

CONTINGENCY

The overall amount of the Emergency Appeals includes a budgetary reserve of 5% of the total field budget (including overheads). In previous years, the contingency was set at 10%; it was reduced to its current value, after internal consultation, pursuant to a decision taken by the ICRC Assembly in September 2002. The reserve enables the ICRC to meet unforeseen needs arising from the intensification of armed conflicts or other situations of violence where the total expenditure for its work does not justify a Budget Extension or Special Appeal.

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 fulfill its mandate in favour of those affected by armed conflicts and 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 strategies and effective means of responsive, remedial and/or environment-building action. 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, prevention and cooperation 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.

Many delegations cover only one country. Others cover several countries and are called “regional delegations”. They used to be less “operational”, but are now increasingly ready to adapt to developments in the countries they cover and to become more operational should the need arise. This was the case, for example, for regional delegations such as Kuwait, Washington, Abidjan and Tashkent. Conversely, operational delegations are tending more and more to provide regional services for their respective regions, such as Cairo in terms of communication, Amman in terms of logistics and Colombo as a training provider.

As such, the traditional dichotomy between “operational” and “regional” delegations is clearly fading, and the resulting flexibility provides a tremendous boost to the ICRC’s operational capacity.

The ICRC’s presence in the field can also take the form of a mission or other form of representation adapted to the particularities of the context or the specific functions assigned to the ICRC staff on the ground.

REGIONAL BREAKDOWN

Delegations are grouped by geographic zones.

The operational zones are:

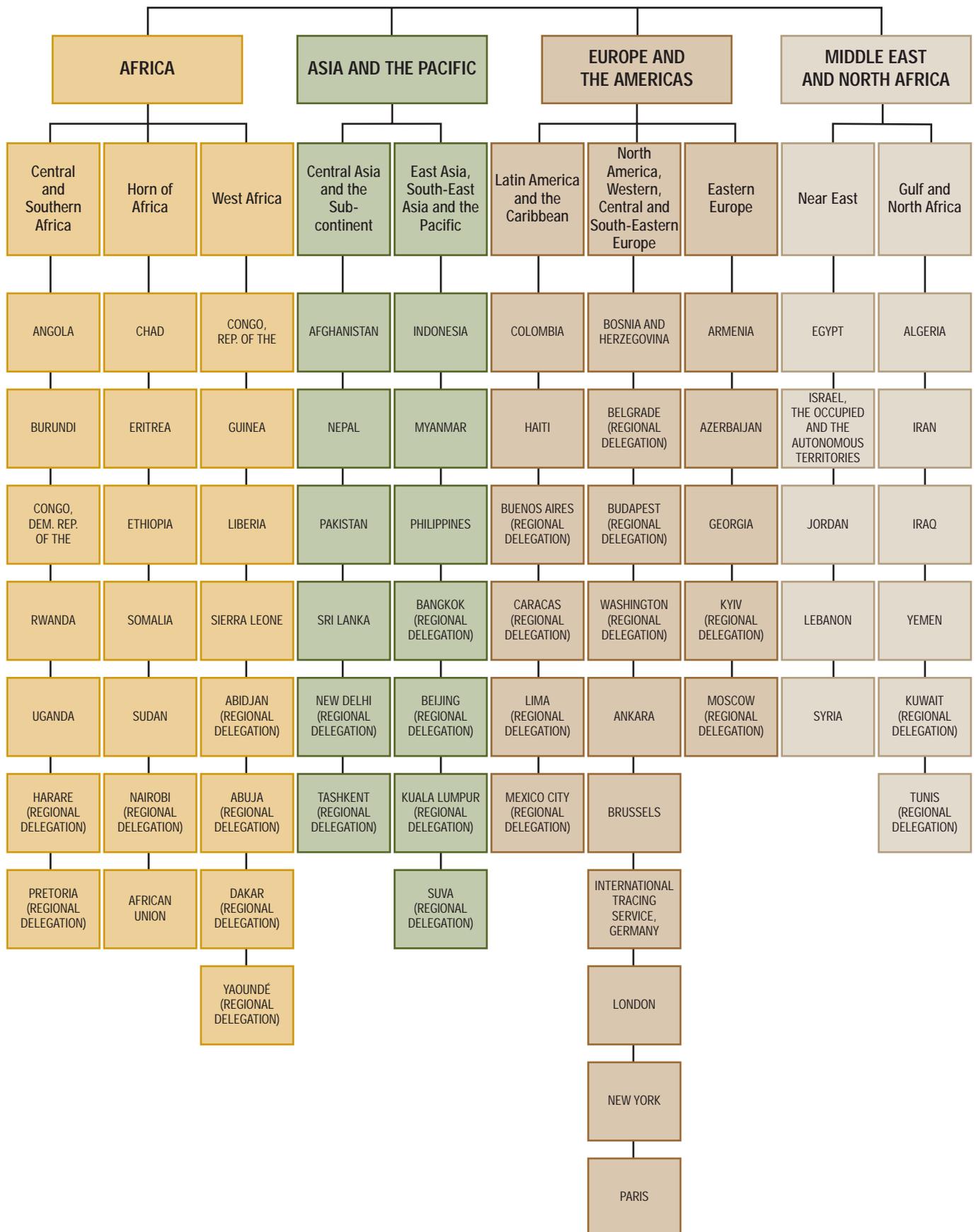
- ▶ Africa
- ▶ Asia and the Pacific
- ▶ Europe and the Americas
- ▶ Middle East and North Africa

At headquarters, each of these operational zones is headed by a delegate-general answering directly to the director of Operations. Each zone is divided into regions, of which there are 10 in all:

- ▶ **Africa**
 - Central Africa
 - Horn of Africa
 - West Africa
- ▶ **Asia and the Pacific**
 - Central Asia and the Sub-continent
 - East Asia, South-East Asia and the Pacific
- ▶ **Europe and the Americas**
 - North America, Western, Central and South-Eastern Europe
 - Eastern Europe
 - Latin America and the Caribbean
- ▶ **Middle East and North Africa**
 - Near East
 - Gulf and North Africa

At headquarters, a head of region is in charge of day-to-day management and support for field operations in each region. The head of region answers to the delegate-general of the respective zone and is also in charge of a regional multidisciplinary team representing headquarters services such as Protection, Assistance, Logistics, Law, Communication, Cooperation with the Movement, External Resources, Human Resources and Finance and Administration, which are involved as needed. The aim is to enhance relations between headquarters and field delegations, and to coordinate the support provided by various senior staff and specialists.

OPERATIONS WORLDWIDE



DELEGATIONS AND MISSIONS IN MORE THAN 80 COUNTRIES AROUND THE WORLD

CONTRIBUTIONS

LEVELS OF EARMARKING

“Earmarking” is the practice whereby donors require that their funds be attributed to a particular region, country, programme or project, or for the purchase of specific goods. Contributions are often accompanied by some degree of earmarking, or a timetable for the implementation of projects, as well as by stringent specific reporting conditions.

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. Moreover, 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, since individual requests and reporting, audit and evaluation requirements have to be satisfied.

The ICRC has formulated guidelines to ensure greater uniformity and coherence in managing earmarked funds. These standards are designed to limit the number of financing and reporting constraints, which stifle the ICRC’s ability to respond most effectively to general donor requirements. The guidelines include rules on contributions which cannot be accepted on principle, including:

- ▶ contributions which are in contradiction with the Movement’s Fundamental Principles;
- ▶ contributions which seek to support only a specific category of beneficiary (e.g. an ethnic or religious minority, a specific age group or a specific gender);
- ▶ 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 10 million Swiss francs annually to the ICRC’s Emergency Appeals. The DSG has 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 persuade 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:

Level of earmarking	Range/restrictions	Example
None	overall ICRC field budget	ICRC operations worldwide
Region	one of the four zones	ICRC operations in Africa
Programme	one of the four programmes	ICRC prevention worldwide
Programme/region	one of the four programmes for one of the four zones	ICRC protection activities in Asia and the Pacific
Operation	one of the operational delegations	ICRC activities in Colombia

Contributions which 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. Furthermore, on the basis of the above table, earmarking to the level of programmes or sub-programmes for a specific operation can be accepted in specific circumstances (e.g. an airlift).

Lastly, it must be noted that the 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

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.

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.

Logistic services encompass any means of transport such as trucks, planes or boats. The term also includes specific functional units such as offices, warehouses or other forms of operational support that may be lent by a donor to an ICRC operation.

“Staff on loan” are staff put at the ICRC’s disposal by partner National Societies. The value of such personnel is twofold: they represent a significant contribution to the budget and they widen the pool of available skills and abilities in fields such as health, engineering, logistics, cooperation and protection. Recruitment of such staff results from ongoing contacts between the ICRC human resources units and National Societies, and aims to make the closest possible match between the donor’s personnel pool and the needs of the ICRC. The *Regulations, Policies and Procedures for National Society personnel seconded to the ICRC* are designed to integrate staff on loan into the ICRC’s management framework.

DESCRIPTION OF THE ACCOUNTING MODEL

The accounting model draws a clear distinction between financial accounting and cost accounting. Cost accounting enhances the information available for internal management and reporting to donors. Financial accounting illustrates how human, material and financial resources are used, while cost accounting focuses on the use of those resources for the implementation of operational objectives by country, programme and target population, as defined in the PfR methodology. The aim of the system is to enhance understanding of the resources needed to achieve operational results and to determine the reasons for, and the objectives of, the costs incurred.

OVERVIEW

The objective of the financial accounting system is to record expenses and to report on financial transactions in accordance with legal requirements. The purpose of cost accounting, which is based on financial accounting, is to promote understanding of processes and transactions, to respond to 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.

COST TYPE ACCOUNTING

Personnel costs are initiated directly by employees and comprise salaries, social benefits, training and all other expenses directly related to staff remuneration.

Workplace costs comprise all costs incurred in connection with the space and infrastructure necessary for the work of staff, and are therefore directly correlated to the number of employees within the cost centre initiating the costs. Examples of such costs are office furniture, IT infrastructure, all types of material and equipment and their maintenance, depreciation of assets, rent for work space and storage space, consumables such as electricity and water, means of transport and communication fees.

Direct costs represent all direct costs that bear no direct relation to the number of employees and that can therefore be allocated directly to cost units accounting (see below). Examples are the purchase of goods and services for distribution to beneficiaries or for immediate consumption.

Financial accounting and cost categories

The chart of accounts comprises three cost categories 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 is based on the operational objectives defined using the PfR methodology and gives 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 (OU) 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 OU dimension also reflects the geographical structure of field operations. It

serves to determine the costs and income of a delegation, region or zone and to compare those costs and that income with the predefined objectives and results to be achieved.

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

b) Programme dimension

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 and internal projects 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 (see "Target Populations" above).

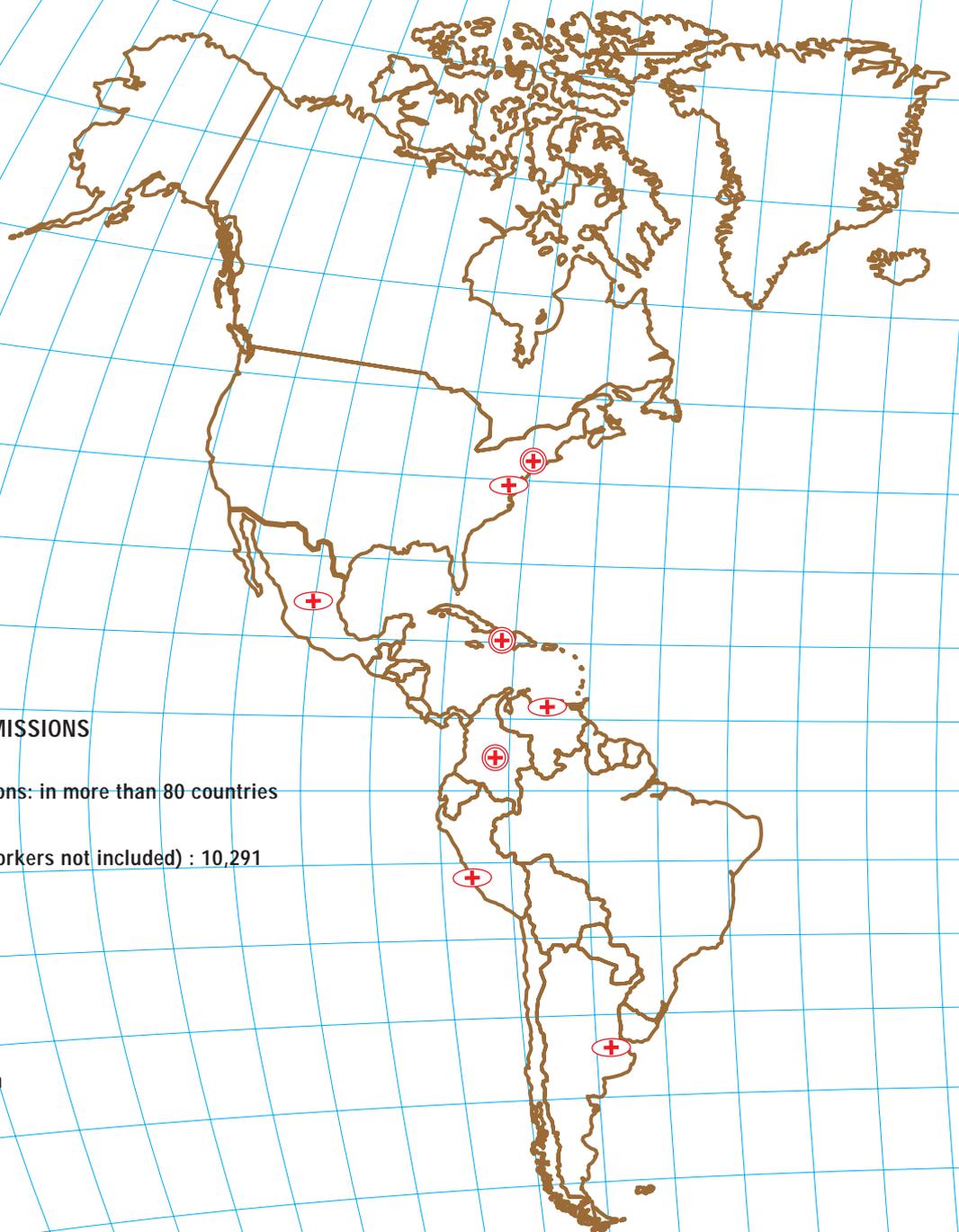
At headquarters, this functional core support is also used to identify the costs generated by specific internal projects that draw on human resources and over which management needs to exert close financial control.

CONCLUSION

The ICRC has an ambitious accounting model that has implications not only for financial and data-processing procedures but also for the organization and working methods of the relevant support units. In this connection, it has started to work on performance indicators which aim at enhancing the financial information obtained with operational key indicators.



the ICRC around the world



DELEGATIONS AND MISSIONS

Delegations and missions: in more than 80 countries

Expatriate staff: 1,519

National staff (daily workers not included) : 10,291

 ICRC headquarters

 ICRC delegation

 ICRC regional delegation

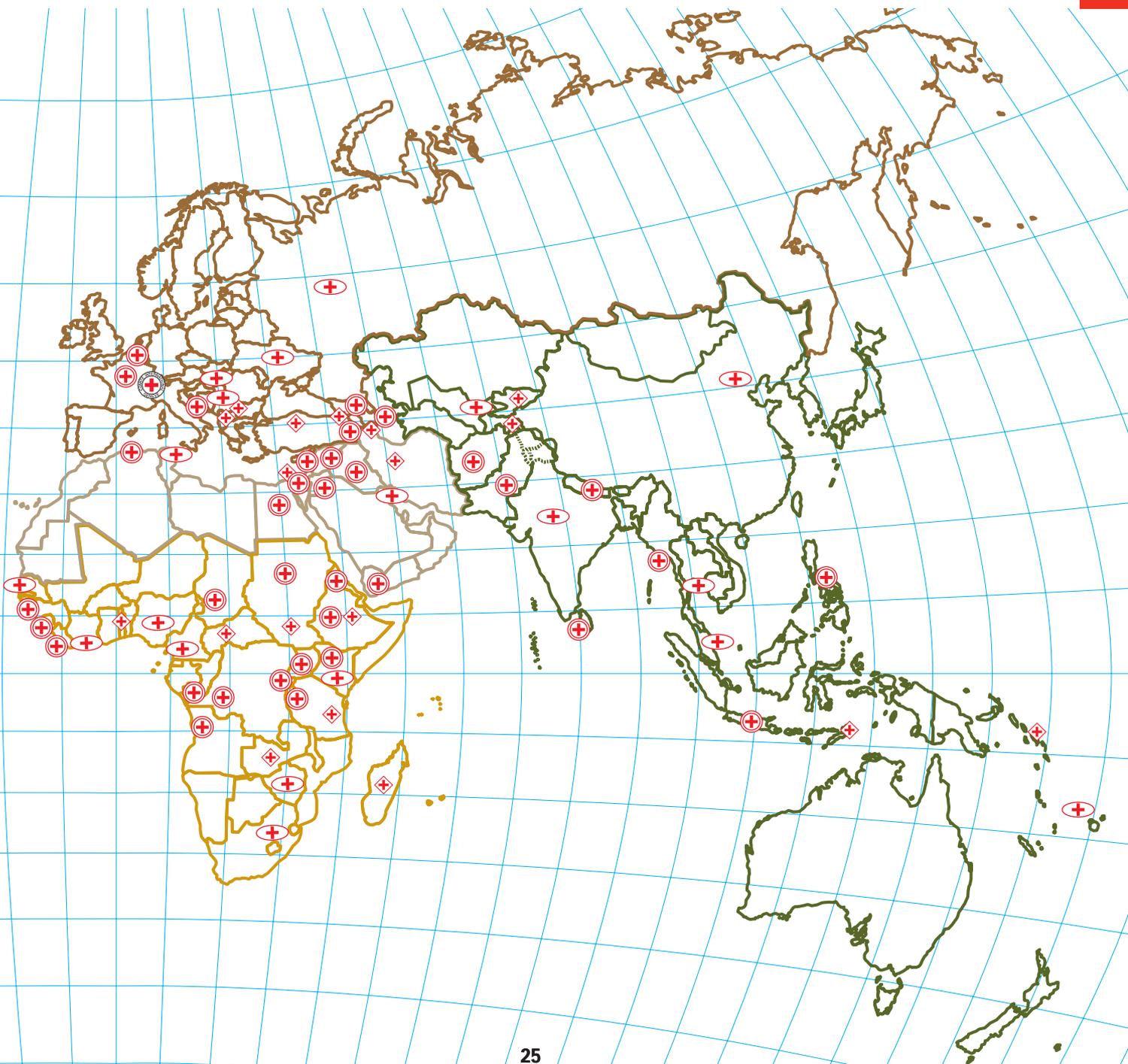
 ICRC mission

AFRICA	Regional Appeal: CHF 385.2 million
ASIA AND THE PACIFIC	Regional Appeal: CHF 231.2 million
EUROPE AND THE AMERICAS	Regional Appeal: CHF 133.6 million
MIDDLE EAST AND NORTH AFRICA	Regional Appeal: CHF 102.7 million

EMERGENCY APPEALS CHF 895.3 million

OF WHICH CONTINGENCY CHF 43 MILLION

HEADQUARTERS APPEAL CHF 153.9 million



africa

ANGOLA

Personnel:

23 expatriates

192 national staff (daily workers not included)

The ICRC has been present in Angola since the start of the conflict in 1975 that devastated the country's infrastructure and economy and left the population dependent on aid. Relative normality has returned since the 2002 Luena peace agreement, although mines remain a major problem. The ICRC continues to support three State-run limb-fitting centres, urging the authorities to increase their involvement. It cooperates with the Angola Red Cross Society in raising awareness of landmine risks. The two organizations also operate a tracing network to enable family members separated by the conflict to re-establish contact. The delegation also supports the Sao Tome and Principe National Society.

Budget 2006	in CHF ,000
Protection	8,141
Assistance	2,031
Prevention	1,802
Cooperation with National Societies	733
General	0

► 12,707

of which: Overheads

776

BURUNDI

Personnel:

20 expatriates

139 national staff (daily workers not included)

For 37 years until 1999, the ICRC monitored the situation in Burundi and took action on an ad hoc basis. Since then, it has been continuously present in the country, focusing on helping people to overcome the worst consequences of conflict. It works with the prison authorities to ensure that detainees receive better treatment and have access to health care and safe water. It improves health care for victims of sexual violence, benefiting mother and child health care, and rehabilitates water and sanitation systems for vulnerable groups. It reunites children separated from their parents with their families and restores family links. It supports training in IHL for the armed and security forces.

Budget 2006	in CHF ,000
Protection	2,035
Assistance	5,309
Prevention	1,251
Cooperation with National Societies	618
General	0

► 9,214

of which: Overheads

562

CHAD

Personnel:

17 expatriates

111 national staff (daily workers not included)

The ICRC has been operating in Chad since 1978. Since January 2005, a priority has been to meet needs in eastern Chad arising from the conflict in the neighbouring Darfur region of Sudan. Activities focus on restoring family links for Sudanese refugees, protecting and assisting people internally displaced, detained or otherwise affected by the Darfur conflict, and supporting treatment for the war-wounded and amputees. Countrywide, the ICRC visits detainees, promotes IHL and supports the Red Cross of Chad.

Budget 2006	in CHF ,000
Protection	2,320
Assistance	5,051
Prevention	974
Cooperation with National Societies	264
General	0

► 8,609

of which: Overheads

525

CONGO, DEMOCRATIC REPUBLIC OF THE

Personnel:

46 expatriates

471 national staff (daily workers not included)

The ICRC opened a permanent delegation in Zaire, now the Democratic Republic of the Congo, in 1978. It promotes respect for the basic rules of IHL and human rights law by the authorities in their treatment of civilians and detainees. It ensures that displaced people and residents affected by armed conflict and violence have the means to survive and become self-sufficient, and that the wounded and sick receive adequate health care. It works to restore contact between separated family members – where necessary and possible reuniting children with their families – and supports the development of the National Society.

Budget 2006	in CHF ,000
Protection	8,507
Assistance	15,238
Prevention	2,835
Cooperation with National Societies	3,034
General	0

► 29,614

of which: Overheads

1,807

CONGO, REPUBLIC OF THE**Personnel:**

13 expatriates

112 national staff (daily workers not included)

The ICRC has operated in the Republic of the Congo since 1994, first through the Kinshasa regional delegation and since 1998 as a separate delegation. The ICRC promotes respect for IHL and human rights law by the authorities in their treatment of civilians and detainees. It encourages the inclusion of IHL in the instruction of the armed forces, police and *gendarmerie*. The ICRC provides civilians affected by the conflict with agricultural tools and seeds; improves water, sanitation and health-care facilities; and restores contact between separated family members, where necessary reuniting children with their families. It also helps strengthen the operational capacities of the Congolese Red Cross.

Budget 2006	in CHF ,000
Protection	1,211
Assistance	3,442
Prevention	2,018
Cooperation with National Societies	471
General	0
	► 7,142
<i>of which: Overheads</i>	436

ERITREA**Personnel:**

17 expatriates

93 national staff (daily workers not included)

The ICRC opened a delegation in Eritrea in 1998 in the context of the international armed conflict between Ethiopia and Eritrea and is responding to the needs remaining from the two-year war. Its priority is to protect and assist the population displaced, detained or otherwise affected by the conflict, ensuring compliance with IHL in respect of any persons still protected by the Third and Fourth Geneva Conventions. The ICRC also supports the development of the Red Cross Society of Eritrea.

Budget 2006	in CHF ,000
Protection	2,193
Assistance	5,701
Prevention	398
Cooperation with National Societies	718
General	0
	► 9,009
<i>of which: Overheads</i>	550

ETHIOPIA**Personnel:**

63 expatriates

410 national staff (daily workers not included)

The ICRC has been continuously present in Ethiopia since 1977. Its priority is to protect and assist people detained, displaced or otherwise affected by the 1998-2000 international armed conflict with Eritrea or by internal violence or disturbances, often compounded by natural disasters. The ICRC provides emergency aid, but also implements medium-term assistance projects to preserve the livelihoods of vulnerable communities affected by past conflict, and supports physical rehabilitation services. It visits security detainees, restores family links, particularly for relatives separated by the closed Eritrea-Ethiopia border and for Sudanese refugees, promotes IHL and supports the Ethiopian Red Cross Society.

Budget 2006	in CHF ,000
Protection	6,300
Assistance	15,244
Prevention	3,470
Cooperation with National Societies	1,221
General	0
	► 26,234
<i>of which: Overheads</i>	1,597

ICRC MISSION TO THE AFRICAN UNION

The aim of the ICRC's permanent mission to the African Union (AU) is to gain a broad insight into multilateral African politics and humanitarian issues and build strong relations with African governments and AU-accredited intergovernmental organizations and NGOs. The ICRC works with the AU and its member States to draw attention to problems requiring humanitarian action, promote greater recognition and much wider implementation of IHL throughout Africa and raise awareness of the ICRC's role and activities.

The ICRC's official observer status to the Organization of African Unity (OAU), granted in 1992, has continued under the AU, the OAU's successor.

Budget and personnel:

See under Ethiopia

GUINEA**Personnel:**

25 expatriates

156 national staff (daily workers not included)

The ICRC has been extensively involved in protection activities in Guinea since 2002, particularly restoring family links, visiting detainees and advising the penal authorities. At the same time, it promotes IHL among the armed and security forces, political authorities, the media and the public. It works with the Red Cross Society of Guinea to strengthen its capacities to respond to emergencies and restore family links. The ICRC has worked in Guinea since 1970, initially through its regional delegations. Its operational delegation was opened in Conakry in 2001.

Budget 2006	in CHF ,000
Protection	3,938
Assistance	1,399
Prevention	1,635
Cooperation with National Societies	1,559
General	0

► **8,531***of which: Overheads*

521

LIBERIA**Personnel:**

44 expatriates

344 national staff (daily workers not included)

Following intense fighting early in 2003 and the subsequent signing of a peace agreement, the ICRC stepped up its operations in Liberia. With large numbers of people now back in their destroyed villages, needs remain great. Since 2005, assistance and protection activities have focused on returnees (former IDPs and refugees) and residents, the wounded and sick, detainees, and children separated from their families. The ICRC supports the Liberian Red Cross Society and runs programmes to promote IHL among armed forces present in Liberia. The ICRC has worked in Liberia since 1970, initially through its regional delegations. Its operational delegation in Monrovia was opened in 1990.

Budget 2006	in CHF ,000
Protection	5,711
Assistance	18,092
Prevention	1,036
Cooperation with National Societies	2,445
General	0

► **27,285***of which: Overheads*

1,603

RWANDA**Personnel:**

23 expatriates

151 national staff (daily workers not included)

The ICRC opened a delegation in Rwanda in 1990. Its current activities focus on visiting the tens of thousands of detainees held in central prisons. It also regularly visits people held in places of temporary detention such as police stations and military facilities. It helps to reunite children with the families from whom they became separated during the exodus of 1994 or during the mass repatriations in 1996–97. The ICRC works with the authorities to incorporate IHL into domestic legislation and into school and university curricula. It also supports the development of the Rwandan Red Cross.

Budget 2006	in CHF ,000
Protection	3,602
Assistance	5,077
Prevention	1,021
Cooperation with National Societies	722
General	0

► **10,422***of which: Overheads*

636

SIERRA LEONE**Personnel:**

14 expatriates

118 national staff (daily workers not included)

Since the end of the war in 2002, the ICRC has adapted its operations in Sierra Leone. Its protection priorities remain ensuring the welfare of Sierra Leonean and Liberian children separated from their families and monitoring the conditions of detention of internees/detainees. The ICRC provides the authorities with substantial technical support in promoting respect for IHL and its integration into national legislation. The organization has maintained a continuous presence in Sierra Leone since 1991.

Budget 2006	in CHF ,000
Protection	3,517
Assistance	67
Prevention	1,098
Cooperation with National Societies	1,893
General	0

► **6,575***of which: Overheads*

401

SOMALIA**Personnel:**

15 expatriates

33 national staff (daily workers not included)

The ICRC has maintained a presence in Somalia since 1982, basing its delegation in Nairobi since 1994. It focuses on providing emergency aid to people directly affected by armed conflict and runs an extensive first-aid, medical and basic health-care programme to treat the wounded and sick in all parts of the country. It also carries out small-scale water, agricultural and cash-for-work projects with a medium-term outlook, designed to restore or improve the livelihoods of communities weakened by crises. It works closely with and supports the development of the Somali Red Crescent Society.

Budget 2006	in CHF ,000
Protection	566
Assistance	24,180
Prevention	517
Cooperation with National Societies	854
General	0
	▶ 26,118
<i>of which: Overheads</i>	1,585

SUDAN**Personnel:**

208 expatriates

1,789 national staff (daily workers not included)

In Sudan, the ICRC's priority is to ensure that people directly affected by armed conflict are protected in accordance with IHL, receive emergency aid, medical care and basic assistance to preserve their livelihoods, and can re-establish family links. It supports the Sudanese Red Crescent Society and provides leadership for other Movement partners working in Sudan. The ICRC opened an office in Khartoum in 1978. In 1984, it initiated operations in the context of the conflict between government forces and the Sudan People's Liberation Movement/Army and is now adapting its programmes to the transition to peace. Since early 2004, it has been responding to needs arising from the hostilities in Darfur.

Budget 2006	in CHF ,000
Protection	16,789
Assistance	98,743
Prevention	8,365
Cooperation with National Societies	3,670
General	0
	▶ 127,567
<i>of which: Overheads</i>	7,478

UGANDA**Personnel:**

28 expatriates

194 national staff (daily workers not included)

The ICRC has been active in Uganda since 1979. The organization suspended the activities of its sub-delegations following the killing of six ICRC staff members in April 2001 in neighbouring Democratic Republic of the Congo. It maintained a reduced expatriate presence in Kampala, concentrating on support to the Uganda Red Cross Society.

In response to increasing needs in northern and eastern Uganda, the ICRC has gradually resumed field activities, focusing on protecting and assisting victims of internal armed conflict and visiting people detained in connection with the unrest. It continues to request that the authorities shed further light on the killings of its staff.

Budget 2006	in CHF ,000
Protection	1,771
Assistance	16,128
Prevention	1,358
Cooperation with National Societies	1,580
General	0
	▶ 20,837
<i>of which: Overheads</i>	1,272

ABIDJAN**Covering:**

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

Personnel:

42 expatriates

235 national staff (daily workers not included)

Since the outbreak of the crisis in Côte d'Ivoire in 2002, the ICRC's regional delegation in Abidjan has focused on maintaining and expanding its operational capacity to protect and assist people affected by the crisis, visiting detention places and monitoring the situation countrywide. The ICRC coordinates its activities with the Ivorian Red Cross. In the countries covered by the regional delegation, established in 1992, the ICRC supports the authorities in implementing IHL and encourages the armed and security forces to respect IHL. It also supports the institutional development of the region's National Societies. The ICRC plans to monitor protection issues in Togo, particularly in relation to tracing and detention.

Budget 2006	in CHF ,000
Protection	4,245
Assistance	12,643
Prevention	3,347
Cooperation with National Societies	2,273
General	0
	▶ 22,508
<i>of which: Overheads</i>	1,253

ABUJA

Covering:
Nigeria

Personnel:
7 expatriates
38 national staff (daily workers not included)

The ICRC works to enhance the Nigerian Red Cross Society's capacity to respond to emergencies countrywide. It supports the National Society's tracing activities, the Alternative to Violence Project designed to curb communal violence, and a programme to improve hygiene and sanitation in prisons. Working with the authorities, the armed forces, the police and civil society, the organization promotes awareness of IHL and its national implementation. The ICRC and the National Society work to promote the Red Cross. Active in Nigeria during the Biafran war (1966–70), the ICRC established a regional delegation in Lagos in 1988 and relocated to Abuja in 2003.

Budget 2006	in CHF ,000
Protection	227
Assistance	0
Prevention	1,496
Cooperation with National Societies	2,754
General	0
	► 4,478
<i>of which: Overheads</i>	273

DAKAR

Covering:
Senegal, Gambia, Guinea-Bissau, Mali, Niger, Cape Verde

Personnel:
7 expatriates
55 national staff (daily workers not included)

The Dakar regional delegation focuses on promoting IHL among the armed forces and other bearers of weapons and on encouraging its implementation by the authorities throughout the region. It also supports the activities of the National Societies, assists people affected by violence, such as displaced persons in need and returnees (in Casamance) and visits detainees of ICRC concern, providing them with material aid where necessary. Opened in 1991, the Dakar regional delegation initially covered Cape Verde, Guinea-Bissau, Senegal and Gambia, later extending its responsibilities to include Mali (1993) and Niger (1994).

Budget 2006	in CHF ,000
Protection	276
Assistance	1,472
Prevention	1,247
Cooperation with National Societies	1,098
General	0
	► 4,093
<i>of which: Overheads</i>	250

HARARE

Covering:
Botswana, Malawi, Mozambique, Namibia, Zambia, Zimbabwe

Personnel:
12 expatriates
45 national staff (daily workers not included)

The Harare regional delegation has existed in its current form since 1981, although the ICRC has been present in some of the countries covered for much longer. Nowadays, it focuses on protecting and assisting civilians and visiting people deprived of their freedom in connection with political tensions. The delegation helps family members separated by armed conflict restore contact. It informs the authorities, the armed and security forces and the general public about IHL, human rights law and the ICRC's mandate, and helps the region's National Societies develop their operational capacities.

Budget 2006	in CHF ,000
Protection	1,828
Assistance	1,420
Prevention	1,222
Cooperation with National Societies	1,058
General	0
	► 5,529
<i>of which: Overheads</i>	337

NAIROBI

Covering:
Djibouti, Kenya, Tanzania

Personnel:
34 expatriates
386 national staff (daily workers not included)

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 three countries covered, namely restoring family links for refugees, protecting and assisting people injured, displaced or otherwise affected by internal armed clashes or unrest, 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 of the Horn of Africa and Great Lakes regions, as well as further afield.

Budget 2006	in CHF ,000
Protection	2,079
Assistance	3,063
Prevention	2,563
Cooperation with National Societies	1,386
General	0
	► 9,091
<i>of which: Overheads</i>	555

PRETORIA

Covering:

Union of Comoros, Lesotho, Madagascar, Mauritius, Seychelles, South Africa, Swaziland

Personnel:

11 expatriates

40 national staff (daily workers not included)

The Pretoria regional delegation has existed in its present form for a decade. It keeps a close eye on the domestic situation in the countries covered and helps refugees and asylum seekers restore family links severed by conflict. It promotes ratification of IHL treaties and their national implementation and encourages the incorporation of IHL into military and police training and into secondary school and university curricula. The ICRC supports the region's National Societies, in cooperation with the International Federation. The ICRC visits detainees in Madagascar, the Comoros and Lesotho.

Budget 2006	in CHF ,000
Protection	816
Assistance	807
Prevention	1,996
Cooperation with National Societies	1,420
General	0
	▶ 5,039
<i>of which: Overheads</i>	308

YAOUNDÉ

Covering:

Cameroon, Central African Republic, Equatorial Guinea, Gabon

Personnel:

9 expatriates

42 national staff (daily workers not included)

The ICRC set up its Yaoundé regional delegation in 1992 but has been working in the region since 1972, when it signed a headquarters agreement with the authorities in Cameroon. It monitors the domestic situation in the countries covered; visits security detainees; restores family links for refugees; and in the Central African Republic, rehabilitates water systems neglected or damaged during long-term political instability. Throughout the region, it pursues longstanding programmes to spread knowledge of IHL among the authorities, armed forces and academic institutions and supports the development of the National Societies.

Budget 2006	in CHF ,000
Protection	667
Assistance	1,214
Prevention	1,411
Cooperation with National Societies	1,339
General	0
	▶ 4,632
<i>of which: Overheads</i>	283

asia and the pacific

AFGHANISTAN

Personnel:

55 expatriates
1,083 national staff (daily workers not included)

Having assisted victims of the Afghan conflict for six years in Pakistan, the ICRC opened a delegation in Kabul in 1987. Its current operations focus on: protecting detainees and helping them keep in contact with their families; assisting the disabled; supporting hospital care; improving water and sanitation services; promoting accession to and implementation of IHL treaties and compliance with IHL by military forces; and strengthening the Afghan Red Crescent Society.

Budget 2006	in CHF ,000
Protection	3,519
Assistance	27,398
Prevention	4,368
Cooperation with National Societies	3,804
General	0
	► 39,089
<i>of which: Overheads</i>	2,386

INDONESIA

Personnel:

29 expatriates
150 national staff (daily workers not included)

The ICRC established a presence in Indonesia in 1979. Throughout the archipelago, it works closely with the Indonesian Red Cross Society to protect and assist victims of violence, especially displaced and resident populations whose livelihoods or family contacts have been disrupted. The ICRC continues to visit detainees held in connection with non-international armed conflict and internal disturbances, and works to broaden understanding and acceptance of IHL. It promotes IHL implementation, supports its inclusion in training programmes for armed forces and police personnel and develops activities with universities to promote the study of IHL. The ICRC also participates in coordination of the Movement's response to the Asian tsunami.

Budget 2006	in CHF ,000
Protection	2,840
Assistance	3,718
Prevention	2,111
Cooperation with National Societies	3,141
General	0
	► 11,810
<i>of which: Overheads</i>	721

MYANMAR

Personnel:

52 expatriates
285 national staff (daily workers not included)

The ICRC began working in Myanmar in 1986, providing physical rehabilitation for mine victims and other disabled people. Since 1999, delegates have regularly visited detainees and monitored the situation of civilians in conflict areas. Where weakened infrastructure, isolation and the security situation have made the population particularly vulnerable, the ICRC meets basic health, water and sanitation needs in villages deemed a priority in protection terms, assists hospitals in treating the wounded and seeks dialogue with government authorities on the protection of civilians. The ICRC also raises awareness and promotes the teaching of IHL and works in coordination with the International Federation to enhance the effectiveness of the National Society.

Budget 2006	in CHF ,000
Protection	6,005
Assistance	6,114
Prevention	1,443
Cooperation with National Societies	980
General	0
	► 14,542
<i>of which: Overheads</i>	888

NEPAL

Personnel:

45 expatriates
100 national staff (daily workers not included)

The ICRC initially worked in Nepal out of its regional delegation in New Delhi, opening a delegation in Kathmandu in 2001. Its primary aim in Nepal is to protect and assist people affected by the struggle between the government and the Communist Party of Nepal-Maoist. It does so by serving as a neutral intermediary between the parties, visiting detainees, strengthening compliance with IHL and improving care of the wounded. It works closely with the Nepal Red Cross Society to assist conflict-affected populations, including displaced people, and help maintain family links, and supports the National Society in strengthening its credibility as a neutral humanitarian organization.

Budget 2006	in CHF ,000
Protection	5,631
Assistance	2,916
Prevention	1,362
Cooperation with National Societies	1,094
General	0
	► 11,004
<i>of which: Overheads</i>	672

PAKISTAN**Personnel:**

127 expatriates

543 national staff (daily workers not included)

The ICRC began working in Pakistan in 1981 to assist victims of the conflict in Afghanistan. Currently, its operations focus on the situation in Pakistan and include: visiting some groups of security detainees and seeking access to others; continuing to assist victims of the earthquake in Kashmir; improving care of the war-wounded and the disabled; promoting compliance with IHL among officials and military forces; fostering dialogue with Islamic scholars and the media on IHL-related issues, the conduct of hostilities and neutral and independent humanitarian action; and supporting the Pakistan Red Crescent Society in enhancing its response capacity, particularly in areas near the Line of Control and the Afghan border.

Budget 2006	in CHF ,000
Protection	3,553
Assistance	90,576
Prevention	1,834
Cooperation with National Societies	1,109
General	0
	► 97,073
<i>of which: Overheads</i>	5,925

PHILIPPINES**Personnel:**

10 expatriates

41 national staff (daily workers not included)

In the Philippines, where the ICRC has been working since 1982, the delegation assists and protects civilians displaced or otherwise affected by armed clashes between the government and insurgent groups, primarily on the southern island of Mindanao. It acts as a neutral intermediary between opposing forces in humanitarian matters, visits security detainees and works with the Philippine National Red Cross, through its network of regional chapters and local branches, to assist displaced people and promote compliance with IHL.

Budget 2006	in CHF ,000
Protection	1,444
Assistance	1,665
Prevention	1,035
Cooperation with National Societies	413
General	0
	► 4,557
<i>of which: Overheads</i>	278

SRI LANKA**Personnel:**

55 expatriates

469 national staff (daily workers not included)

The ICRC has worked in Sri Lanka since 1989. Operations currently focus on: protecting civilians from violations of IHL, including the recruitment of minors; ensuring the safe passage of civilians moving into and out of the Vanni; visiting detainees; supporting military training in IHL; improving primary health care, water supply and economic security in isolated conflict-affected communities in the north-east; and helping the parties resolve the issue of missing persons. In the north and east, the ICRC also coordinates the Red Cross and Red Crescent response to the tsunami.

Budget 2006	in CHF ,000
Protection	4,784
Assistance	6,661
Prevention	1,773
Cooperation with National Societies	2,426
General	0
	► 15,644
<i>of which: Overheads</i>	955

BANGKOK**Covering:**

Cambodia, Laos, Thailand, Vietnam

Personnel:

21 expatriates

53 national staff (daily workers not included)

Since first establishing a presence in Bangkok in 1979 to support its operation in Cambodia, the ICRC has worked to promote the ratification and implementation of humanitarian treaties and the integration of IHL into military training in all the countries covered. It strives to raise awareness of issues of humanitarian concern among all sectors of society and supports the National Societies of the region in developing their dissemination and tracing activities. The ICRC continues to visit detainees of concern in Thailand and Cambodia and to work towards protecting vulnerable population groups. The ICRC prosthetic/orthotic project in Cambodia contributes to meeting the need for affordable, good-quality prostheses.

Budget 2006	in CHF ,000
Protection	1,651
Assistance	2,560
Prevention	1,379
Cooperation with National Societies	2,162
General	0
	► 7,752
<i>of which: Overheads</i>	473

BEIJING**Covering:**

China, Democratic People's Republic of Korea (DPRK),
Mongolia, Republic of Korea (ROK)

Personnel:

15 expatriates
28 national staff (daily workers not included)

The ICRC opened its Beijing regional delegation in July 2005. As of 1987, it covered the region from Hong Kong and, for the past eight years, from Bangkok. The delegation fosters support among governments, experts and National Societies for ICRC activities in the region and worldwide. It continues to promote the ratification and implementation of humanitarian treaties and the integration of IHL into military training. It also promotes IHL among civil society, in particular academic institutions. It supports the National Societies of the region in developing their dissemination and tracing activities. ICRC/National Society prosthetic/orthotic projects in China and in the DPRK contribute to meeting the need for affordable, good-quality prostheses.

Budget 2006	in CHF ,000
Protection	95
Assistance	2,726
Prevention	2,736
Cooperation with National Societies	841
General	0
	► 6,398
<i>of which: Overheads</i>	<i>390</i>

KUALA LUMPUR**Covering:**

Brunei Darussalam, Japan, Malaysia, Singapore

Personnel:

7 expatriates
17 national staff (daily workers not included)

The ICRC began working in Malaysia in 1972 and opened a regional delegation in Kuala Lumpur in 2001. In the countries covered, the ICRC endeavours to involve government representatives, leaders, experts and National Societies in reflection on humanitarian issues and to gain their support for its activities. It encourages the ratification and implementation of IHL treaties by the countries covered and the incorporation of IHL into military training and academic curricula.

The delegation hosts the ICRC's Regional Resource Centre, which supports delegations in East and South-East Asia and the Pacific in promoting IHL and strengthening support for the ICRC's humanitarian action.

Budget 2006	in CHF ,000
Protection	210
Assistance	0
Prevention	1,366
Cooperation with National Societies	269
General	0
	► 1,844
<i>of which: Overheads</i>	<i>113</i>

NEW DELHI**Covering:**

Bangladesh, Bhutan, India, Maldives

Personnel:

29 expatriates
84 national staff (daily workers not included)

The regional delegation in New Delhi opened in 1982. It works through 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. It also supports the development of the National Societies in India and Bangladesh and supports some of their assistance programmes in the field. The ICRC visits people arrested and detained in connection with the situation in Jammu and Kashmir (India), as well as in Bhutan and the Maldives.

Budget 2006	in CHF ,000
Protection	2,704
Assistance	1,034
Prevention	3,044
Cooperation with National Societies	2,714
General	0
	► 9,497
<i>of which: Overheads</i>	<i>580</i>

SUVA**Covering:**

Australia, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, New Zealand, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu and autonomous States, territories and colonies of the Pacific

Personnel:

7 expatriates
22 national staff (daily workers not included)

Since 2001, ICRC operations in the Pacific have been carried out by the Suva regional delegation. It assists governments in the ratification and implementation of IHL treaties and promotes respect for and compliance with IHL among the region's armed and security forces. It also promotes IHL among academic circles, the media and civil society. The ICRC visits people detained in connection with past unrest in Fiji, the Solomon Islands and Timor-Leste and is helping to create a national commission on missing persons in Timor-Leste. The ICRC helps build the conflict-response capacities of the region's National Societies.

Budget 2006	in CHF ,000
Protection	940
Assistance	0
Prevention	1,526
Cooperation with National Societies	1,618
General	0

▶ **4,083**

of which: Overheads

249

TASHKENT**Covering:**

Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, Uzbekistan

Personnel:

20 expatriates
99 national staff (daily workers not included)

Since 1992, the ICRC's regional delegation in Central Asia has worked with the armed forces and civilian educational establishments to develop IHL teaching programmes, has promoted the ratification of IHL instruments and the adoption of implementing legislation, and has helped National Societies in the region promote IHL and strengthen their capacities to assist victims of violence. Currently the regional delegation focuses on protecting and assisting detainees held for security reasons and on supporting efforts to control tuberculosis in Kyrgyz prisons.

Budget 2006	in CHF ,000
Protection	2,742
Assistance	1,199
Prevention	2,968
Cooperation with National Societies	960
General	0

▶ **7,869**

of which: Overheads

480

europa and the americas

ARMENIA

Personnel:

4 expatriates
36 national staff (daily workers not included)

The ICRC has been working in Armenia since 1992 in relation to the Nagorny Karabakh conflict. It focuses on addressing the issue of missing persons and the problems of detainees held in connection with the conflict, detained for security reasons or otherwise vulnerable, and monitors the situation of communities along the Line of Contact. It supports the authorities in bringing the spread of tuberculosis under control in prisons. It also promotes the national implementation of IHL and its integration into the training of the armed and security forces and into university and school curricula. The ICRC works to strengthen the capacities of the Armenian Red Cross Society.

Budget 2006	in CHF ,000
Protection	757
Assistance	1,128
Prevention	858
Cooperation with National Societies	261
General	0

► 3,004

of which: Overheads

183

AZERBAIJAN

Personnel:

12 expatriates
87 national staff (daily workers not included)

The ICRC has been working in Azerbaijan since 1992 in relation to the Nagorny Karabakh conflict. It focuses on addressing the issue of missing persons and the problems of detainees held in connection with the conflict, detained for security reasons or otherwise vulnerable, and monitors the situation of communities along the Line of Contact. It supports the authorities in bringing the spread of tuberculosis in prisons under control and ensuring adequate limb-fitting services. The ICRC promotes the implementation of IHL and its integration into the training of the armed and security forces and into university and school curricula. It works to strengthen the capacities of the Red Crescent Society of Azerbaijan.

Budget 2006	in CHF ,000
Protection	1,882
Assistance	2,405
Prevention	1,529
Cooperation with National Societies	290
General	0

► 6,105

of which: Overheads

373

BOSNIA AND HERZEGOVINA

Personnel:

3 expatriates
44 national staff (daily workers not included)

The ICRC has been present in Bosnia and Herzegovina since 1992, opening a delegation in the country in 1995. The organization strives to clarify the fate of missing persons and to address the needs of their families. It advocates a comprehensive approach to the issue and supports related initiatives in line with the outcome of the ICRC's 2003 International Conference on the Missing. It also contributes to strengthening the National Society to enable it to respond to immediate needs and to assume longer-term responsibilities in society. The ICRC works with the authorities and civil society to promote IHL.

Budget 2006	in CHF ,000
Protection	999
Assistance	478
Prevention	1,557
Cooperation with National Societies	1,275
General	0

► 4,309

of which: Overheads

263

GEORGIA

Personnel:

26 expatriates
296 national staff (daily workers not included)

The ICRC has been present in Georgia since 1992. It visits detainees throughout Georgia, including Abkhazia and South Ossetia, and supports the authorities in bringing tuberculosis in prisons under control. It contributes to efforts to provide answers to families of missing persons and protects and assists displaced people and other vulnerable groups in conflict-affected regions. The ICRC also promotes the integration of IHL into the training of the armed and security forces and into university and school curricula. In cooperation with Movement partners, the ICRC helps to strengthen the capacities of the National Society.

Budget 2006	in CHF ,000
Protection	1,435
Assistance	9,853
Prevention	1,326
Cooperation with National Societies	388
General	0

► 13,002

of which: Overheads

788

BELGRADE**Covering:**

Albania, the Former Yugoslav Republic of Macedonia, Serbia and Montenegro (including Kosovo)

Personnel:

15 expatriates
119 national staff (daily workers not included)

The ICRC's new regional delegation in Belgrade, together with the ICRC's independent mission in Pristina, works to assist the families of missing persons throughout Serbia and Montenegro, including Kosovo, in their efforts to shed light on the fate of their relatives. It also monitors the situation of minority communities, IDPs and returnees facing security problems, and lobbies the authorities and other international organizations in the country to support them. Throughout the region, the ICRC visits detainees, promotes the implementation of IHL and supports the development of the National Societies. It has been working in the countries of the region since 1991.

Budget 2006	in CHF ,000
Protection	3,614
Assistance	1,447
Prevention	2,701
Cooperation with National Societies	2,076
General	0

► 9,838

of which: Overheads

600

BUDAPEST**Covering:**

Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia

Personnel:

4 expatriates
18 national staff (daily workers not included)

The Budapest regional delegation, established in 1997, encourages and supports the States of the region in their efforts to ratify and implement IHL treaties. It assists the military authorities in incorporating IHL into their training programmes and exercises, and the civil authorities in integrating IHL into university and secondary school curricula. It also promotes research and debate on IHL and humanitarian issues among academic circles. The delegation supports the development of the region's National Societies and addresses the needs of the families of persons who went missing during the conflicts in Croatia between 1991 and 1995.

Budget 2006	in CHF ,000
Protection	230
Assistance	0
Prevention	2,256
Cooperation with National Societies	911
General	0

► 3,396

of which: Overheads

207

KYIV**Covering:**

Belarus, Moldova, Ukraine

Personnel:

1 expatriate
10 national staff (daily workers not included)

The Kyiv regional delegation, in operation since 1995, promotes the integration of IHL into national legislation, school and university curricula and the training programmes and codes of conduct of the armed, police and security forces in the region. It visits detainees in the Transdnistrian region of Moldova and monitors the treatment and conditions of security detainees in Belarus. The ICRC is strengthening cooperation with the region's National Societies and helping them to address emerging needs for humanitarian assistance, such as those of detained migrants.

Budget 2006	in CHF ,000
Protection	18
Assistance	0
Prevention	1,310
Cooperation with National Societies	503
General	0

► 1,831

of which: Overheads

112

MOSCOW**Covering:**

the Russian Federation, with specialized services for Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine and parts of Central Asia

Personnel:

33 expatriates

359 national staff (daily workers not included)

The Moscow delegation, which opened in 1992, combines operational functions in the Russian Federation with regional functions for other members of the Commonwealth of Independent States. In the Russian Federation, the ICRC assists vulnerable populations affected by the conflict in Chechnya, in cooperation with the National Society, and supports capacity building of the National Society in the northern Caucasus. The ICRC seeks to gain access, in accordance with its standard procedures, to all persons detained in connection with the conflict in Chechnya. In all the countries covered, it runs long-term communication programmes to promote IHL and foster understanding of the ICRC's mandate and work.

Budget 2006	in CHF ,000
Protection	2,460
Assistance	22,379
Prevention	6,351
Cooperation with National Societies	2,803
General	0

► **33,993**

of which: Overheads

1,983

ANKARA**Personnel:**

1 expatriate

4 national staff (daily workers not included)

On the basis of an agreement with the Turkish authorities and in direct relation to the conflict in neighbouring Iraq, the ICRC opened a temporary mission in Ankara in April 2003. ICRC activities in connection with the situation in Iraq focus mainly on protection issues. Other ICRC activities in Turkey include supporting the authorities in the promotion of IHL and assisting the armed forces in integrating IHL into their training programmes. In addition, the ICRC conducts a number of joint programmes with the Turkish Red Crescent Society.

Budget 2006	in CHF ,000
Protection	119
Assistance	0
Prevention	359
Cooperation with National Societies	190
General	0

► **667**

of which: Overheads

41

BRUSSELS**Personnel:**

2 expatriates

9 national staff (daily workers not included)

The ICRC has been working in Brussels since 1999, building strong institutional and operational relations with EU institutions and with NATO and the NATO Parliamentary Assembly. It is expanding its sphere of activity to include key armed forces based in Western Europe. Its aim is to make the ICRC's mandate better known, mobilize political, diplomatic and financial support for its activities and ensure that relevant military decision-makers in Western Europe view the ICRC as the main reference point for neutral and independent humanitarian action.

Budget 2006	in CHF ,000
Protection	0
Assistance	0
Prevention	1,842
Cooperation with National Societies	136
General	116

► **2,093**

of which: Overheads

128

INTERNATIONAL TRACING SERVICE (GERMANY)**Personnel:**

1 expatriate

0 national staff (daily workers not included)

The International Tracing Service (ITS) in Bad Arolsen, Germany assembles, classifies, preserves and evaluates, for strictly humanitarian purposes, records concerning civilians persecuted during the Third Reich in Germany (1933-45) and non-Germans displaced as a result of the Second World War up until 1951. The ITS searches for missing persons and issues certificates to civilians who suffered incarceration or forced labour and are eligible for financial compensation, as well as to their legal successors. The institution, set up under the Bonn Agreements of 1955, is run by an ICRC-appointed director and is supervised by a commission comprising 11 member States.

Budget 2006	in CHF ,000
Protection	353
Assistance	0
Prevention	0
Cooperation with National Societies	0
General	0

► **353**

of which: Overheads

22

LONDON**Personnel:**

1 expatriate
0 national staff (daily workers not included)

In October 2003, an ICRC spokesperson was posted to London to work with the British Red Cross, mainly in the areas of media relations and communication. The aim is to develop contacts with London-based media and institutions with an international scope so as to gain a better understanding of how they perceive problems and activities of a humanitarian nature in the regions they cover; to heighten understanding of and support for ICRC operations and the activities of the Movement in those regions; and to secure broader support for the implementation of IHL.

Budget 2006	in CHF ,000
Protection	0
Assistance	0
Prevention	338
Cooperation with National Societies	34
General	0
	▶ 372
<i>of which: Overheads</i>	23

PARIS**Personnel:**

1 expatriate
4 national staff (daily workers not included)

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

Budget 2006	in CHF ,000
Protection	58
Assistance	0
Prevention	976
Cooperation with National Societies	102
General	0
	▶ 1,135
<i>of which: Overheads</i>	69

COLOMBIA**Personnel:**

54 expatriates
223 national staff (daily workers not included)

The ICRC has been working in Colombia since 1969, striving to secure greater compliance with IHL by all armed groups – particularly regarding the protection of persons not taking part in the conflict – and promoting its integration into the doctrine, training and operational procedures of the Colombian armed forces. The ICRC also visits security detainees, provides emergency relief to IDPs and other victims of the conflict and implements public health programmes and small-scale infrastructure-rehabilitation projects in conflict-affected areas. It works with the Colombian Red Cross Society and other members of the Movement to coordinate humanitarian activities in Colombia's conflict-affected regions.

Budget 2006	in CHF ,000
Protection	4,710
Assistance	14,471
Prevention	4,283
Cooperation with National Societies	1,223
General	0
	▶ 24,687
<i>of which: Overheads</i>	1,507

HAITI**Personnel:**

12 expatriates
48 national staff (daily workers not included)

The ICRC's involvement in Haiti began in 1994, visiting detainees falling within its mandate. Previously covered by the regional delegation in Mexico City, Haiti became a fully-fledged delegation in February 2004, when internal strife threatened to degenerate into armed conflict. Given the persisting violence, the ICRC is maintaining a presence in Haiti. It focuses on implementing protection activities for detainees and civilians, ensures that people wounded as a result of violence have access to medical services, and improves water and sanitation in violence-prone shantytowns. It contributes, along with other Movement partners, to strengthening the emergency-response capacity of the Haitian Red Cross.

Budget 2006	in CHF ,000
Protection	969
Assistance	1,364
Prevention	1,297
Cooperation with National Societies	1,279
General	0
	▶ 4,909
<i>of which: Overheads</i>	300

BUENOS AIRES**Covering:**

Argentina, Brazil, Chile, Paraguay, Uruguay

Personnel:

3 expatriates

22 national staff (daily workers not included)

The ICRC regional delegation in Buenos Aires, established in 1975, focuses on promoting the incorporation of IHL into national legislation, into the operational procedures, manuals and training programmes of the armed forces and into the curricula of academic institutions, as well as the inclusion of human rights standards in police manuals and training programmes. It also promotes awareness of IHL among the authorities, schools, the media and the public. It visits security detainees in Chile and Paraguay. In Brazil and Paraguay, it stands ready to respond to potential humanitarian consequences of social unrest. Lastly, the regional delegation contributes to developing the operational capacities of the region's National Societies.

Budget 2006	in CHF ,000
Protection	299
Assistance	237
Prevention	1,814
Cooperation with National Societies	610
General	0

► **2,960**

of which: Overheads

181

CARACAS**Covering:**

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

Personnel:

2 expatriates

10 national staff (daily workers not included)

The regional delegation was first established in 1971. Since 2000, it has been covering, in addition to Venezuela, the English-speaking Caribbean countries and Suriname. The ICRC's regional delegation in Caracas focuses on promoting the incorporation of IHL into national legislation, into the operational procedures, manuals and training programmes of the armed forces and into the curricula of academic institutions, as well as the inclusion of human rights standards in police manuals and training programmes. It also helps to boost the capacities of National Red Cross Societies in the region.

Budget 2006	in CHF ,000
Protection	113
Assistance	0
Prevention	1,430
Cooperation with National Societies	307
General	0

► **1,850**

of which: Overheads

113

LIMA**Covering:**

Bolivia, Ecuador, Peru

Personnel:

9 expatriates

36 national staff (daily workers not included)

The delegation in Lima first opened in 1984. It began covering Bolivia, in addition to Peru, in 2003 and Ecuador in 2004. It promotes the national implementation of IHL and its integration into academic curricula and the doctrine, operational procedures, manuals and training programmes of the armed forces (human rights norms applicable to the use of force in the case of the police). It monitors conditions of detention, endeavours to ascertain the fate of missing persons and assists people affected by the lingering consequences of the struggle between government forces and the remnants of insurgent groups. It also seeks to strengthen the capacities of the region's National Societies to respond to situations of internal strife.

Budget 2006	in CHF ,000
Protection	1,172
Assistance	751
Prevention	1,942
Cooperation with National Societies	1,120
General	0

► **4,985**

of which: Overheads

304

MEXICO CITY**Covering:**

Costa Rica, Cuba, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama

Personnel:

8 expatriates
31 national staff (daily workers not included)

The Mexico delegation opened in 1998, becoming a regional delegation in 2002. It promotes the national implementation of IHL throughout Latin America and the Caribbean. It also seeks to integrate IHL into academic curricula and the doctrine and training of the armed forces (human rights norms applicable to the use of force in the case of the police). It strengthens the capacities of the region's National Societies, mainly in the areas of dissemination and tracing, assists Colombian refugees in Panama's Darién region and the local populations hosting them, and monitors the conditions of detainees in Mexico and Panama.

Budget 2006	in CHF ,000
Protection	796
Assistance	164
Prevention	3,947
Cooperation with National Societies	932
General	0
	► 5,838
<i>of which: Overheads</i>	356

WASHINGTON**Covering:**

Canada, United States of America

Personnel:

12 expatriates
15 national staff (daily workers not included)

Established in 1995, the ICRC's regional delegation in Washington is an acknowledged source of information for government officials and relevant organizations, academic institutions and other interested groups in the United States and Canada. The delegation heightens awareness of the ICRC's mandate, mobilizes political and financial support for ICRC activities and secures support for IHL implementation. Since 2002, the ICRC has been regularly visiting people held at Guantanamo Bay Naval Station, Cuba, and Charleston Navy Brig, South Carolina. It works closely with the American and Canadian Red Cross Societies, focusing on their international activities and the promotion of IHL.

Budget 2006	in CHF ,000
Protection	2,158
Assistance	0
Prevention	3,460
Cooperation with National Societies	421
General	0
	► 6,039
<i>of which: Overheads</i>	369

NEW YORK**Personnel:**

3 expatriates
7 national staff (daily workers not included)

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

Budget 2006	in CHF ,000
Protection	0
Assistance	0
Prevention	2,260
Cooperation with National Societies	0
General	0
	► 2,260
<i>of which: Overheads</i>	138

middle east and north africa

ALGERIA

Personnel:

5 expatriates

6 national staff (daily workers not included)

The ICRC in Algeria carries out visits to people held in places of detention run by the Ministry of Justice and to people remanded in custody in police stations and *gendarmeries*. It cooperates closely with the Algerian Red Crescent Society, in particular supporting its efforts to assist women and child victims of violence and to strengthen its national first-aid network. The ICRC also works to promote IHL among Algerian civil society, the authorities and the armed forces.

Budget 2006	in CHF ,000
Protection	902
Assistance	44
Prevention	560
Cooperation with National Societies	1,008
General	0
	► 2,514
<i>of which: Overheads</i>	153

EGYPT

Personnel:

4 expatriates

38 national staff (daily workers not included)

The ICRC delegation in Egypt works primarily as a regional centre to promote the national implementation of IHL and its incorporation into military training and academic curricula in Egypt and elsewhere in the Arab world. The Cairo-based regional legal advisory, communication and documentation centre, working in close cooperation with the League of Arab States, plays an important role in this process. The ICRC supports the work of the Egyptian Red Crescent Society. It has also offered its services to visit people deprived of their freedom on security grounds, as part of its mission to protect and assist this category of detainees.

Budget 2006	in CHF ,000
Protection	205
Assistance	0
Prevention	832
Cooperation with National Societies	156
General	0
	► 1,192
<i>of which: Overheads</i>	73

IRAN

Personnel:

7 expatriates

39 national staff (daily workers not included)

In Iran, the ICRC works to clarify the fate of POWs it registered during the 1980-88 Iran-Iraq war and that of other persons listed as missing in relation to that conflict. It works to strengthen its partnership with the Iranian Red Crescent Society, particularly in the fields of tracing, the promotion of IHL, the implementation of the Exploring Humanitarian Law programme and mine-risk education. The Iranian committee for the implementation of IHL is an important partner in this process. The ICRC maintains two logistical supply bases in Iran in support of ICRC operations in Iraq and Afghanistan.

Budget 2006	in CHF ,000
Protection	1,191
Assistance	0
Prevention	1,515
Cooperation with National Societies	414
General	0
	► 3,119
<i>of which: Overheads</i>	190

IRAQ

Personnel:

40 expatriates

315 national staff (daily workers not included)

Insecurity in Iraq has compelled the ICRC to adopt an exceptional *modus operandi* there. Priority is given to protection activities, with a particular focus on persons detained/interned by the multinational forces in Iraq and by the Iraqi authorities, restoring family links and action to clarify the fate of people unaccounted for from conflicts involving Iraq since 1980. Working with the Iraqi Red Crescent Society and local authorities, the ICRC also provides emergency aid to hospitals and vulnerable groups such as internally displaced people, and carries out emergency repair work on health, water and sanitation infrastructure. The ICRC has been present in Iraq since the outbreak of the Iran-Iraq war in 1980.

Budget 2006	in CHF ,000
Protection	15,552
Assistance	17,275
Prevention	3,877
Cooperation with National Societies	1,632
General	0
	► 38,335
<i>of which: Overheads</i>	2,038

ISRAEL, THE OCCUPIED TERRITORIES AND THE AUTONOMOUS TERRITORIES

Personnel:

62 expatriates

209 national staff (daily workers not included)

The ICRC has been present in Israel and the Occupied Territories and the Autonomous Territories since the 1967 Arab-Israeli war. It strives to ensure respect for IHL, in particular its provisions relative to the protection of civilians living under occupation. It monitors the treatment and living conditions of detainees held by the Israeli and Palestinian authorities and provides assistance to the Palestinian population. 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 Palestine Red Crescent Society and the Magen David Adom.

Budget 2006	in CHF ,000
Protection	16,414
Assistance	18,388
Prevention	3,324
Cooperation with National Societies	4,691
General	0
	▶ 42,817
<i>of which: Overheads</i>	2,572

JORDAN

Personnel:

17 expatriates

82 national staff (daily workers not included)

The ICRC has been present in Jordan since the 1967 Arab-Israeli war. Its work there largely consists of visiting detainees to monitor their treatment and conditions of detention, providing tracing and RCM services to enable civilians and foreign detainees to restore family links, and promoting IHL throughout Jordanian society, in close cooperation with the Jordan National Red Crescent Society. The delegation also provides logistical support to ICRC relief operations in Israel, the Occupied Territories and the Autonomous Territories and Iraq.

Budget 2006	in CHF ,000
Protection	1,149
Assistance	0
Prevention	1,021
Cooperation with National Societies	211
General	0
	▶ 2,381
<i>of which: Overheads</i>	145

LEBANON

Personnel:

2 expatriates

12 national staff (daily workers not included)

The ICRC has been present in Lebanon since 1967. It monitors the situation of civilians living in the former occupied zone, particularly refugees returning from Israel where they had fled following Israel's withdrawal from southern Lebanon. The ICRC is pursuing a dialogue with the Lebanese authorities to gain access to places of detention in accordance with its standard procedures. Restoring and maintaining links for people still separated from members of their families is also an ICRC priority. Promoting IHL and working with the Lebanese Red Cross Society in the area of first aid are other important aspects of the ICRC's work.

Budget 2006	in CHF ,000
Protection	631
Assistance	46
Prevention	762
Cooperation with National Societies	275
General	0
	▶ 1,715
<i>of which: Overheads</i>	105

SYRIA

Personnel:

1 expatriate

7 national staff (daily workers not included)

The ICRC has been present in Syria since 1967. It acts as a neutral intermediary regarding issues of humanitarian concern for the Syrian inhabitants of the part of the Golan occupied by Israel. It facilitates travel between the occupied Golan and Syria proper and maintains links between family members separated as a result of the conflict with Israel. The ICRC has an interest in ascertaining that people detained in Syria are treated in accordance with international standards. Its work to spread knowledge of IHL in government, military, academic and media circles, and its close cooperation with the Syrian Arab Red Crescent, are other priorities.

Budget 2006	in CHF ,000
Protection	190
Assistance	138
Prevention	657
Cooperation with National Societies	257
General	0
	▶ 1,243
<i>of which: Overheads</i>	76

YEMEN**Personnel:**

5 expatriates

16 national staff (daily workers not included)

In Yemen, the ICRC is seeking to resume detention activities in accordance with its standards procedures. It works with the Yemeni Red Crescent Society to assist the civilian population affected by the hostilities in north Yemen. It promotes the incorporation of IHL into national legislation and its introduction into school and university curricula and into the training programmes of the armed and police forces. Assistance is provided to rehabilitation centres for the disabled. ICRC tracing activities enable refugees to restore family links and Yemeni nationals to locate and contact relatives detained/ interned abroad. The ICRC has been working in Yemen since the outbreak of the civil war in 1962.

Budget 2006	in CHF ,000
Protection	346
Assistance	1,175
Prevention	806
Cooperation with National Societies	365
General	0
	► 2,692
<i>of which: Overheads</i>	164

KUWAIT**Covering:**

Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates

Personnel:

4 expatriates

17 national staff (daily workers not included)

The ICRC's presence in the region is linked to humanitarian issues still outstanding from the 1990-1991 Gulf War and those arising from the current armed conflict in Iraq, as well as to work relating to people deprived of their freedom in the Gulf region. In addition, the ICRC focuses on promoting IHL and its own role as a neutral and independent humanitarian organization working in areas of armed conflict and other situations of internal violence. Reinforcing cooperation with the National Red Crescent Societies of the region is another priority.

Budget 2006	in CHF ,000
Protection	669
Assistance	0
Prevention	1,512
Cooperation with National Societies	229
General	116
	► 2,527
<i>of which: Overheads</i>	154

TUNIS**Covering:**

Libya, Mauritania, Morocco/Western Sahara, Tunisia

Personnel:

14 expatriates

19 national staff (daily workers not included)

The regional delegation based in Tunis, which has been operating since 1987, focuses on resolving issues of humanitarian concern arising from the aftermath of the Western Sahara conflict. It also visits people deprived of their freedom in Tunisia and Mauritania to monitor their treatment and conditions of detention. It works to promote implementation of IHL by the authorities and its integration into school and university curricula and into training programmes for the armed forces. National Societies and the media in the region are essential partners in this process.

Budget 2006	in CHF ,000
Protection	2,418
Assistance	0
Prevention	1,359
Cooperation with National Societies	339
General	0
	► 4,116
<i>of which: Overheads</i>	251

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 war and internal violence and to provide them with assistance. It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement.



ICRC

