



ICRC ANNUAL REPORT 2017

# FACTS AND FIGURES



ICRC



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

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

# THE ICRC AROUND THE WORLD

## KEY FIGURES

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### OVERVIEW

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### PROTECTION

Restoring family links  
Forensics  
Visits to detainees

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### ASSISTANCE

Economic security  
Water and habitat  
Health  
Weapon contamination

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### PREVENTION

State participation in IHL treaties  
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Relations with weapon bearers  
Relations with academic circles  
Law and policy conferences and outreach  
Public communication

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### COOPERATION WITH NATIONAL SOCIETIES

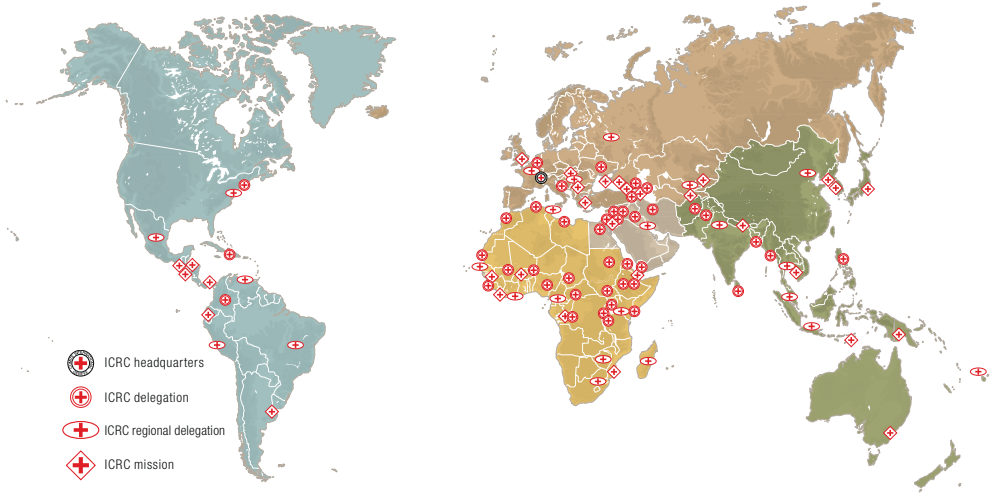
## OVERVIEW

### PRESENCE

In 2017, the ICRC was present in more than **80** countries through delegations, sub-delegations, offices and missions.

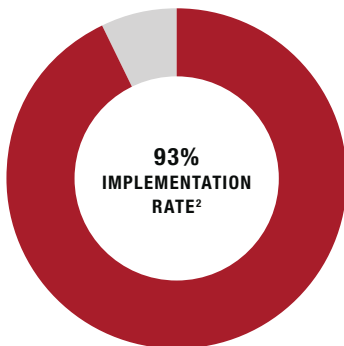
### PERSONNEL

Around **16,600** staff members worked in the field and at ICRC headquarters in Geneva, Switzerland.



### EXPENDITURE AND IMPLEMENTATION RATE

IN CHF MILLIONS



<b>INITIAL BUDGET</b>	<b>1,819</b>
<b>FINAL BUDGET</b> including field budget extensions	<b>1,987</b> 156
<b>TOTAL EXPENDITURE<sup>1</sup></b> Headquarters Field	<b>1,852</b> 214 1,637

1. Including field overheads of CHF 100 million  
 2. Implementation rate = expenditure/budget x 100

# PROTECTION

## RESTORING FAMILY LINKS

Across the world, the ICRC and its partners within the International Red Cross and Red Crescent Movement helped family members separated as a result of armed conflict, other violence, migration, detention or other circumstances to establish or maintain contact with their relatives.



**176,629**

Red Cross Messages (RCMs) collected



**150,622**

RCMs distributed



**777,261**

phone and video calls facilitated between family members



**41,127**

phone calls made by the ICRC to inform families of the whereabouts of a detained relative



**16,792**

detainees visited by their families with ICRC support



**980** people, including **800** minors, reunited with their families

The ICRC paid particular attention to the cases of unaccompanied minors and separated children – among them, migrants and children formerly associated with armed forces or armed groups. This work entailed tracing their relatives, organizing family reunifications or identifying other long-term solutions, in the best interests of the child and with the agreement of all those involved.

► **CHILDREN NEWLY REGISTERED:** **3,045** (1,228 girls), including **311** demobilized children (**72** girls)

► **CHILDREN WHOSE CASES WERE STILL BEING HANDLED AT THE END OF 2017:** **5,511**, including **253** demobilized children



M. J. Alhamzah/ICRC

Iraq, Baghdad. This family's relative has been missing since the 1990–1991 Gulf War.

Through tracing requests, people sought the ICRC's help in searching for their relatives, including those unaccounted for in connection with past or ongoing armed conflicts.



**33,567**

people for whom a tracing request was newly registered



**7,958**

people whose fates or whereabouts were established



**99,342**

tracing cases still being handled at the end of the year



as a neutral intermediary, the ICRC facilitated the transfer or repatriation of **1,559** people and the remains of **1,351** people



it also relayed **1,006** official documents between family members across borders or front lines



**842,571** people contacted ICRC offices worldwide for family-links services or other concerns

## FORENSICS



The ICRC worked with local authorities in **70** contexts to ensure the proper and dignified management of human remains and to help prevent and resolve cases of missing persons.

## VISITS TO DETAINEES

ICRC delegates visited people deprived of their freedom – including those held in connection with armed conflicts and other situations of violence, detainees under the jurisdiction of international courts and tribunals, and migrants – in **92** contexts. The ICRC checked on their treatment and living conditions and worked with the relevant authorities to make improvements in this regard.



**1,437**  
places of  
detention



**940,326**  
detainees held  
in places of  
detention visited



**35,274**  
detainees  
monitored  
individually



J. Al Absi/ICRC

Yemen, Sana'a, central prison. ICRC staff members distribute hygiene kits and cleaning material.



## ASSISTANCE

### ECONOMIC SECURITY

The ICRC, in most cases with National Societies, helped civilians (including residents, IDPs, returnees, refugees) and detainees meet their basic needs and/or improve their circumstances.



**7,794,788**

people received food;  
**64%** of them were IDPs



**5,375,228**

people received essential household items; **64%** of them were IDPs



**133,153**

people were given vouchers for basic goods or services



**1,270,811**

people received cash as relief assistance, in exchange for their work in community projects, or for microeconomic initiatives



**3,573,222**

people were given seed, tools, equipment or other productive inputs to spur food production or help them generate income



**1,646,433**

people benefited from livelihood support in the form of services and training, such as animal vaccination or vocational training

#### 10 MOST DISTRIBUTED RELIEF ITEMS



**2,156,424** food parcels<sup>1</sup>  
**547,545** food parcels (individual)<sup>2</sup>  
**65,585,515** kilograms of rice  
**12,530,121** kilograms of beans  
**4,961,119** litres of oil



**862,711** hygiene parcels<sup>1</sup>  
**376,865** kitchen sets  
**2,478,714** blankets  
**669,430** tarpaulins  
**553,811** mats

1. 5 people/1 month
2. 1 person/1 month

Central African Republic, Mbella camp. The ICRC distributes essential household kits to IDPs.



## WATER AND HABITAT

The ICRC worked with local authorities and communities to repair, build or upgrade water-supply, sanitation and other infrastructure. This translated to potable water, reduced health risks or generally better living conditions for millions of people.



- 35,855,715** beneficiaries
- ▶ **35,519,089** civilians  
(including residents, IDPs, returnees and refugees)
  - ▶ **336,626** detainees



Burundi, Kabumba hill. A woman washes her hands at one of the water points repaired by the ICRC.

## HEALTH

### PRIMARY HEALTH CARE

Community health programmes were often implemented in partnership with National Societies and other local stakeholders.



- 386** ICRC-supported primary-health-care centres
- ▶ **335,116** average catchment population
  - ▶ **4,201,600** curative consultations
  - ▶ **412,282** antenatal consultations

#### BENEFICIARIES OF CURATIVE CONSULTATIONS



**30%** children

**23%** women



R. R. Sircar/ICRC

Bangladesh, Cox's Bazar. A Bangladesh Red Crescent Society medical team offers free consultations and treatment for children and women staying in host communities.

### HOSPITAL SERVICES

During the year, the ICRC supported – regularly or on an ad hoc basis – **370** hospitals.



ICRC personnel provided support or directly monitored activities at **66** of these hospitals:

- ▶ **24,689** surgical admissions for weapon wounds
- ▶ **2,829,238** medical consultations held
- ▶ **136,394** operations performed, including by ICRC surgical teams
- ▶ **41,808** gynaecological/obstetric admissions



The ICRC conducted **5,736** first-aid training sessions for **134,528** people, including National Society volunteers.



M. Mortvedt/ICRC

South Sudan, Rumbek, physical rehabilitation centre. A technician, himself with a physical disability, is manufacturing a prosthesis. He has been working at the centre since 2004.

**PHYSICAL REHABILITATION**

The ICRC worked to ensure access to good-quality physical rehabilitation services for persons with disabilities, including mine victims. Its projects often involved support for social inclusion, whether through livelihood opportunities or sports events for patients. Training for local staff aimed to ensure service sustainability.



**144**  
projects supported (including physical rehabilitation centres, component factories and training institutions)



**12,742**  
new patients were fitted with prostheses

**54,382**  
new patients were fitted with orthoses

The ICRC-supported projects:

- ▶ produced and delivered **26,291** prostheses
- ▶ produced and delivered **103,995** orthoses
- ▶ delivered **7,201** wheelchairs or tricycles, most of which were locally manufactured

**WEAPON CONTAMINATION**



The ICRC carried out activities addressing weapon contamination in **33** countries or territories. These included mine-risk education sessions, collecting data on mine incidents, clearance activities and training for local actors.

## PREVENTION

### STATE PARTICIPATION IN IHL TREATIES AND DOMESTIC IMPLEMENTATION

The ICRC continued to pursue active dialogue with national authorities worldwide in order to promote ratification of or accession to IHL treaties and their domestic implementation. It provided legal and technical advice to governments and supported them in their endeavours to establish interministerial committees entrusted with the national implementation of IHL.



The ICRC organized or contributed to **35** regional events on IHL and its implementation in domestic law and policy. People from over **154** countries attended these events.



**45** ratifications of or accessions to IHL-related treaties or other instruments by **22** States



**31** pieces of domestic legislation adopted by **22** countries to implement various IHL treaties

### RELATIONS WITH WEAPON BEARERS

ICRC delegates met with various weapon bearers present in conflict zones, from members of the armed forces and the police to paramilitary units, non-State armed groups and staff of private military companies. The aim was to increase their understanding of IHL, international human rights law or other norms applicable to their duties, and to familiarize them with the ICRC's mandate and activities.



- ▶ high-ranking officers from **68** countries and several organizations attended the Senior Workshop on International Rules governing Military Operations, in Mexico City, Mexico
- ▶ **105** military officers from **45** countries received ICRC scholarships to attend IHL courses in San Remo, Italy
- ▶ **30** senior police officers and experts from more than **20** countries exchanged good practices with regard to the treatment of people held in police custody at a round-table held at ICRC headquarters

## RELATIONS WITH ACADEMIC CIRCLES

The ICRC interacted with various universities around the world, providing support for IHL teaching, humanitarian policy and activities geared towards the promotion and development of IHL.



- ▶ **14** regional and international IHL training seminars and round-tables
- ▶ **7** regional IHL competitions
- ▶ the annual Jean-Pictet Competition on IHL, involving over **140** students from **27** countries



Iraq, Al-Anbar, University of Anbar. The ICRC holds an IHL workshop for law students and instructors.

## LAW AND POLICY CONFERENCES AND OUTREACH

The ICRC acted as a convener of public debates and conferences on IHL and humanitarian policy. Movement components and members of aid, diplomatic and academic circles reflected on solutions to current challenges and sought to identify ways to improve humanitarian action.



- ▶ The Humanitarian at the ICRC's headquarters in Geneva, Switzerland, hosted **15** public conferences on international law and policy, bringing together **2,300** diplomats, humanitarians and academics.
- ▶ With various partners, the ICRC organized a conference cycle on "War in Cities", comprising **10** high-level public events and expert meetings in **7** countries.
- ▶ **10** public conferences in Geneva addressed other pressing humanitarian topics.



These events reached a global audience through live webcasts, video summaries, conference reports, blog posts and other online resources.

## PUBLIC COMMUNICATION

Media coverage of ICRC activities and statements drew attention to humanitarian issues among broad audiences.



**20,000** media mentions



**500,000** visits to ICRC.org

**1.2 MILLION** Facebook “likes”

**2.2 MILLION** followers on Twitter

**71,800** followers on Instagram

**9.1 MILLION** views on YouTube



ICRC news material carried by over **1,000** channels worldwide



Iraq, Nineveh. The Iraqi Red Crescent Society, French Red Cross, Swedish Red Cross, the International Research Center on Sustainability and the ICRC worked together to construct latrines in an IDP camp.

## COOPERATION WITH NATIONAL SOCIETIES



ICRC delegations implemented different ICRC activities in cooperation with the respective National Societies. An important dimension of the ICRC's collaboration with National Societies aimed to strengthen the latter's capacities to carry out their mandates and activities either independently or jointly with the ICRC.

In 2017, the total expenses devoted to cooperation with National Societies in the field amounted to **CHF 100 million**. These activities were implemented in close coordination with the International Federation of Red Cross and Red Crescent Societies and with National Societies working internationally.

# FIELD OPERATIONS

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## BREAKDOWN OF THE FIELD EXPENDITURE

By geographical region

By programme

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## HIGHLIGHTS BY REGION

Africa

Americas

Asia and the Pacific

Europe and Central Asia

Near and Middle East

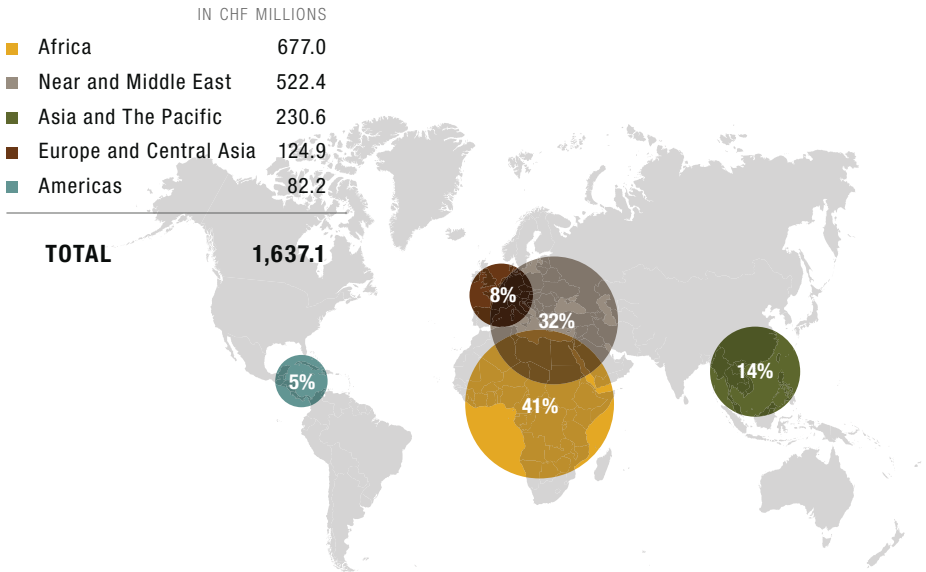
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## 15 LARGEST OPERATIONS

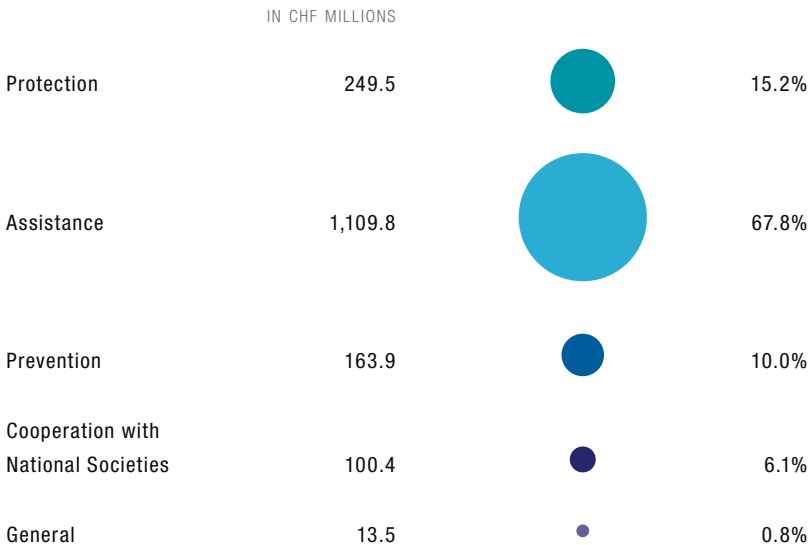


## BREAKDOWN OF THE FIELD EXPENDITURE

### BY GEOGRAPHICAL REGION



### BY PROGRAMME



# AFRICA



Mali. Weapon-wounded and other vulnerable patients receive suitable care at the Gao hospital.



Somalia. Children sip a nutritious porridge blend distributed by the ICRC.



Nigeria. A woman at an IDP camp in Maiduguri shows off the condiment business she started with an ICRC grant.



Democratic Republic of the Congo. A girl is reunited with her parents after six years of separation.

## FINANCE

### BUDGET

	IN KCHF
Initial Appeals	648,870
Budget Extension Appeals	63,844
<b>FINAL BUDGET</b>	<b>712,713</b>

### EXPENDITURE

	IN KCHF
<b>TOTAL</b>	<b>677,027</b>
of which overheads	41,095

## PROTECTION

### RESTORING FAMILY LINKS



RCMs collected  
**139,058** from civilians  
**8,492** from detainees



**624,398** phone calls facilitated between family members  
**4,813** phone calls made by the ICRC to families to inform them of the whereabouts of a detained relative



RCMs distributed  
**121,881** to civilians  
**4,659** to detainees



**2,898** tracing cases closed positively  
**959** people reunited with their families,  
**791** of whom were unaccompanied/separated minors

### VISITS TO DETAINEES



**531** places of detention visited  
**1,870** visits carried out

**340,705** detainees held in places of detention visited  
**20,456** detainees monitored individually

## ASSISTANCE

### ECONOMIC SECURITY



Food commodities  
**2,180,482** beneficiaries



Productive inputs  
**3,104,199** beneficiaries



Vouchers  
**39,986** beneficiaries



Essential household items  
**1,216,485** beneficiaries



Cash  
**996,582** beneficiaries



Services and training  
**1,395,608** beneficiaries

### HEALTH



Health centres  
**122** structures



Hospitals  
**126** structures



Physical rehabilitation  
**44** projects  
**38,085** patients receiving services (sum of monthly data)

### WATER AND HABITAT



For civilians  
**5,192,863** beneficiaries



For wounded and sick  
**3,156** beds

# AMERICAS



Mexico. ICRC brochures provide migrants with practical advice for staying safe on their journey, as well as information on assistance points.



Colombia. Residents retrieve clean water from a new well dug by the ICRC.



Honduras. Families of missing persons commemorate their loved ones through art.

## FINANCE

### BUDGET

	IN KCHF
Initial Appeals	83,670
Budget Extension Appeals	1,527
<b>FINAL BUDGET</b>	<b>85,198</b>

### EXPENDITURE

	IN KCHF
<b>TOTAL</b>	<b>82,155</b>
of which overheads	5,014

## PROTECTION

### RESTORING FAMILY LINKS



RCMs collected  
**71** from civilians  
**639** from detainees



**91,648** phone calls facilitated between family members  
**51** phone calls made by the ICRC to families to inform them of the whereabouts of a detained relative



RCMs distributed  
**71** to civilians  
**402** to detainees



**230** tracing cases closed positively

### VISITS TO DETAINEES



**106** places of detention visited  
**239** visits carried out

**158,379** detainees held in places of detention visited  
**456** detainees monitored individually

## ASSISTANCE

### ECONOMIC SECURITY



Food commodities  
**5,439** beneficiaries



Productive inputs  
**12,353** beneficiaries



Essential household items  
**5,025** beneficiaries



Cash  
**38,437** beneficiaries

### WATER AND HABITAT



For civilians  
**97,769** beneficiaries



For wounded and sick  
**52** beds

### HEALTH



Health centres  
**17** structures



Hospitals  
**14** structures



Physical rehabilitation  
**12** projects  
**18,167** patients receiving services  
 (sum of monthly data)

# ASIA AND THE PACIFIC



China. Promoting international humanitarian law.



Philippines. Screening detainees for tuberculosis.



Aid distribution for people crossing over to Bangladesh after fleeing the violence in Rakhine state, Myanmar.

## FINANCE

### BUDGET

	IN KCHF
Initial Appeals	245,952
Budget Extension Appeals	25,088
<b>FINAL BUDGET</b>	<b>271,040</b>

### EXPENDITURE

	IN KCHF
<b>TOTAL</b>	<b>230,649</b>
of which overheads	13,989

## PROTECTION

### RESTORING FAMILY LINKS



RCMs collected  
**4,391** from civilians  
**6,764** from detainees



**27,963** phone calls facilitated between family members  
**802** phone calls made by the ICRC to families to inform them of the whereabouts of a detained relative



RCMs distributed  
**5,698** to civilians  
**4,847** to detainees



**1,845** tracing cases closed positively  
**1** unaccompanied/separated minor reunited with his/her family

### VISITS TO DETAINEES



**271** places of detention visited  
**448** visits carried out

**218,922** detainees held in places of detention visited  
**2,734** detainees monitored individually

## ASSISTANCE

### ECONOMIC SECURITY



Food commodities  
**440,150** beneficiaries



Productive inputs  
**50,916** beneficiaries



Services and training  
**45,779** beneficiaries



Essential household items  
**324,712** beneficiaries



Cash  
**63,525** beneficiaries

### HEALTH



Health centres  
**84** structures



Hospitals  
**47** structures



Physical rehabilitation  
**57** projects  
**256,318** patients receiving services (sum of monthly data)

### WATER AND HABITAT



For civilians  
**307,715** beneficiaries



For wounded and sick  
**4,716** beds

# EUROPE AND CENTRAL ASIA

-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission



Ukraine. Sand bags line a school's windows to protect the children in case of shelling.



Greece. Distribution of clothes and hygiene items for migrants held in pre-removal centres.



Georgia. Excavation of a gravesite in search of the remains of people who went missing in connection with past armed conflicts.

## FINANCE

### BUDGET

	IN KCHF
Initial Appeals	134,719
Budget Extension Appeals	-
<b>FINAL BUDGET</b>	<b>134,719</b>

### EXPENDITURE

	IN KCHF
<b>TOTAL</b>	<b>124,913</b>
of which overheads	7,600



## PROTECTION

### RESTORING FAMILY LINKS



RCMs collected

**403** from civilians

**154** from detainees



**16,419** phone calls facilitated between family members

**423** phone calls made by the ICRC to families to inform them of the whereabouts of a detained relative



RCMs distributed

**329** to civilians

**154** to detainees



**643** tracing cases closed positively

**10** people reunited with their families

### VISITS TO DETAINEES



**216** places of detention visited

**505** visits carried out

**88,565** detainees held in places of detention visited

**1,517** detainees monitored individually

## ASSISTANCE

### ECONOMIC SECURITY



Food commodities

**163,297** beneficiaries



Productive inputs

**44,235** beneficiaries



Vouchers

**2,083** beneficiaries



Essential household items

**219,772** beneficiaries



Cash

**29,609** beneficiaries



Services and training

**3,822** beneficiaries

### HEALTH



Health centres

**60** structures



Hospitals

**67** structures



Physical rehabilitation

**2** projects

### WATER AND HABITAT



For civilians

**1,722,619** beneficiaries



For wounded and sick

**2,752** beds

## NEAR AND MIDDLE EAST



Iraq. Awareness session for children about the dangers of mines and explosive remnants of war.

H. Hussein/ICRC

-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission



Syrian Arab Republic. The Syrian Arab Red Crescent and the ICRC distribute daily essentials to people displaced from Afrin.

ICRC



Yemen. Dialysis treatment for a young patient in Aden.

M. Banafiq/ICRC

## FINANCE

### BUDGET

	IN KCHF
Initial Appeals	498,866
Budget Extension Appeals	65,278
<b>FINAL BUDGET</b>	<b>564,144</b>

### EXPENDITURE

	IN KCHF
<b>TOTAL</b>	<b>522,405</b>
of which overheads	31,862

## PROTECTION

### RESTORING FAMILY LINKS



RCMs collected  
**6,709** from civilians  
**9,948** from detainees



**16,833** phone calls facilitated between family members  
**35,038** phone calls made by the ICRC to families to inform them of the whereabouts of a detained relative



RCMs distributed  
**8,884** to civilians  
**3,697** to detainees



**2,342** tracing cases closed positively  
**10** people reunited with their families,  
**8** of whom were unaccompanied/separated minors

### VISITS TO DETAINEES



**313** places of detention visited  
**1,349** visits carried out

**133,755** detainees held in places of detention visited  
**10,111** detainees monitored individually

## ASSISTANCE

### ECONOMIC SECURITY



Food commodities  
**4,933,422** beneficiaries



Productive inputs  
**346,777** beneficiaries



Vouchers  
**91,084** beneficiaries



Essential household items  
**3,200,306** beneficiaries



Cash  
**136,263** beneficiaries



Services and training  
**200,341** beneficiaries

### HEALTH



Health centres  
**103** structures



Hospitals  
**116** structures



Physical rehabilitation  
**29** projects  
**116,562** patients receiving services (sum of monthly data)

### WATER AND HABITAT



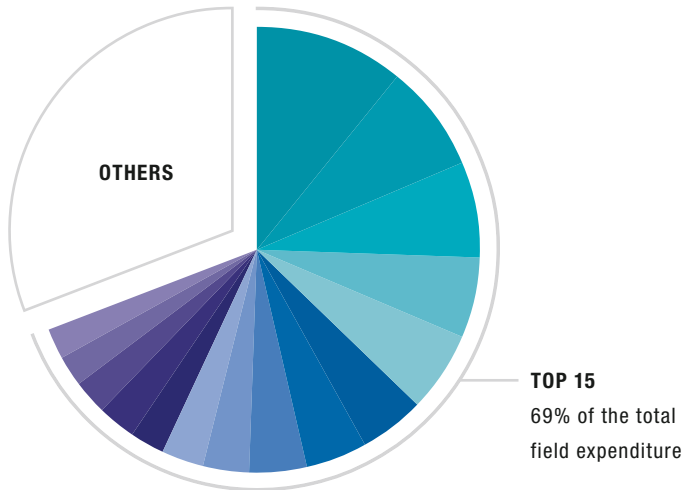
For civilians  
**28,198,123** beneficiaries



For wounded and sick  
**9,809** beds

## 15 LARGEST OPERATIONS IN 2017

IN TERMS OF EXPENDITURE



RANK	CONTEXT	EXPENDITURE
		(IN CHF MILLIONS)
1	Syrian Arab Republic	177.8
2	Iraq	128.0
3	South Sudan	116.1
4	Nigeria	95.4
5	Somalia	92.9
6	Yemen	77.9
7	Afghanistan	75.1
8	Democratic Republic of the Congo	66.8
9	Ukraine	53.1
10	Israel and the Occupied Territories	49.5
11	Lebanon	43.8
12	Central African Republic	43.2
13	Mali	40.1
14	Myanmar	39.5
15	Libya	33.6
<b>TOTAL</b>		<b>1,132.8</b>

# FINANCE

## COMPARATIVE DATA: 2013–2017

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**BUDGET AND EXPENDITURE**

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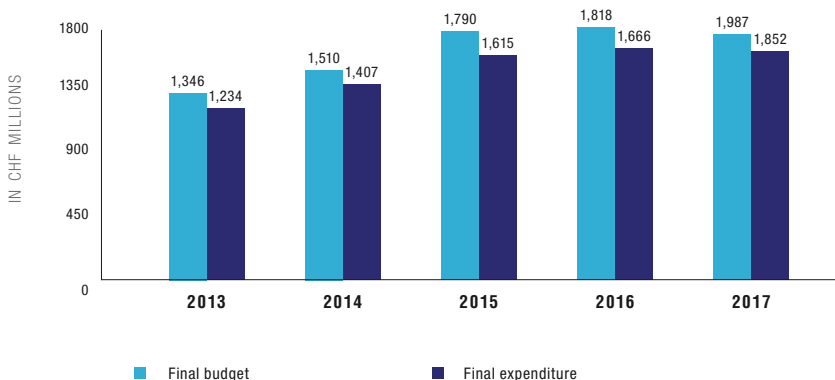
**CONTRIBUTIONS BY SOURCE**

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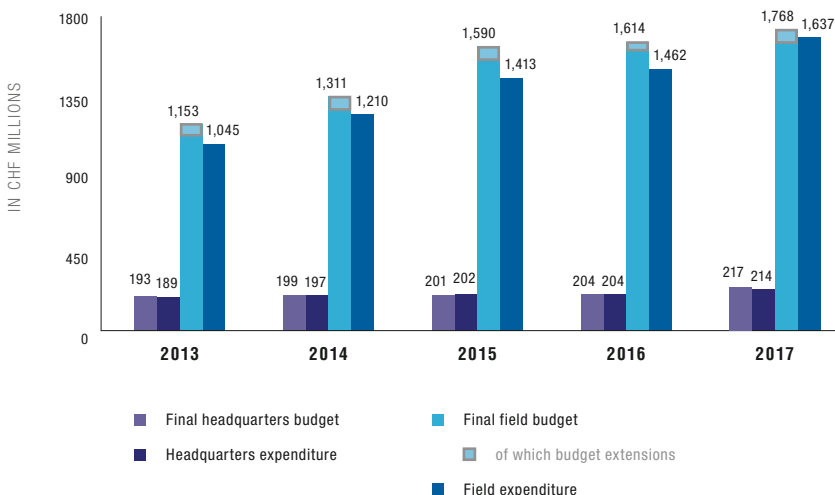
**EARMARKING**

## BUDGET AND EXPENDITURE

### EVOLUTION OF THE ICRC'S TOTAL BUDGET AND EXPENDITURE 2013–2017<sup>1</sup>

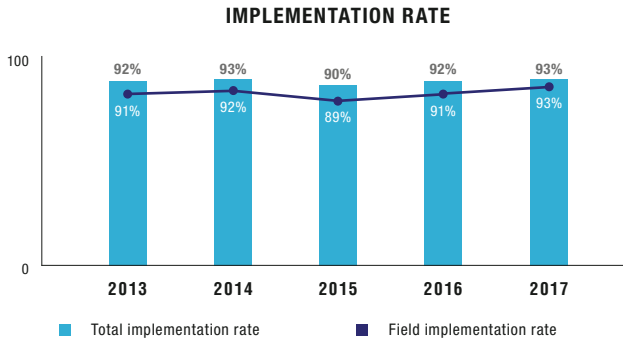


### HEADQUARTERS AND FIELD – TOTAL BUDGET AND EXPENDITURE 2013–2017



1. The final budget comprises the initial budget as published in the ICRC Appeals, and the budget extensions (or reductions) approved by the ICRC governance within the same year.

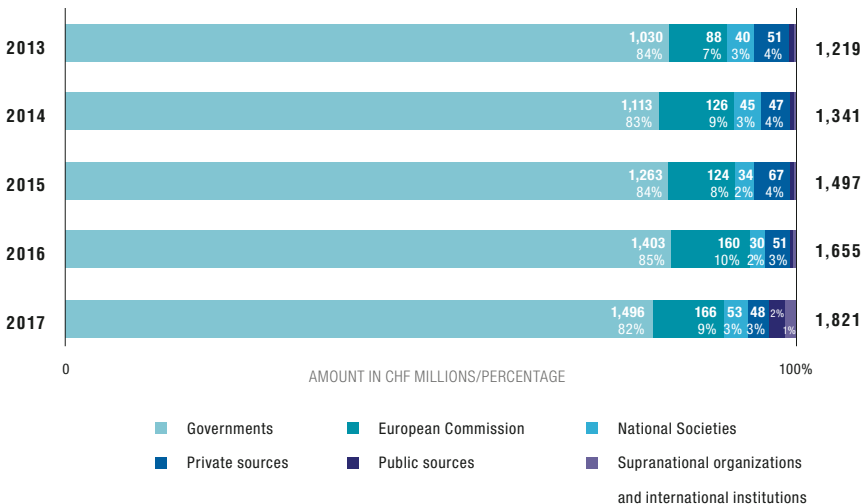
Despite its ambitious budgets, the ICRC has managed to consistently demonstrate its ability to deliver on its objectives and plans of action: its average implementation rate<sup>2</sup> for the past five years is around 92%.



## CONTRIBUTIONS BY SOURCE

### CASH, KIND, SERVICES

Contributions from governments and from the European Commission constituted roughly 91% of the ICRC’s funding in 2017. National Societies, international institutions, supranational organizations, private donors and public sources accounted for other sources of funds for the ICRC.



2. Implementation rate = expenditure/budget x 100.

## EARMARKING

Earmarking is the practice whereby donors require that their funds be allocated for the ICRC in general. The table below shows the overall framework agreed with donors for the earmarking levels of cash contributions to the ICRC.

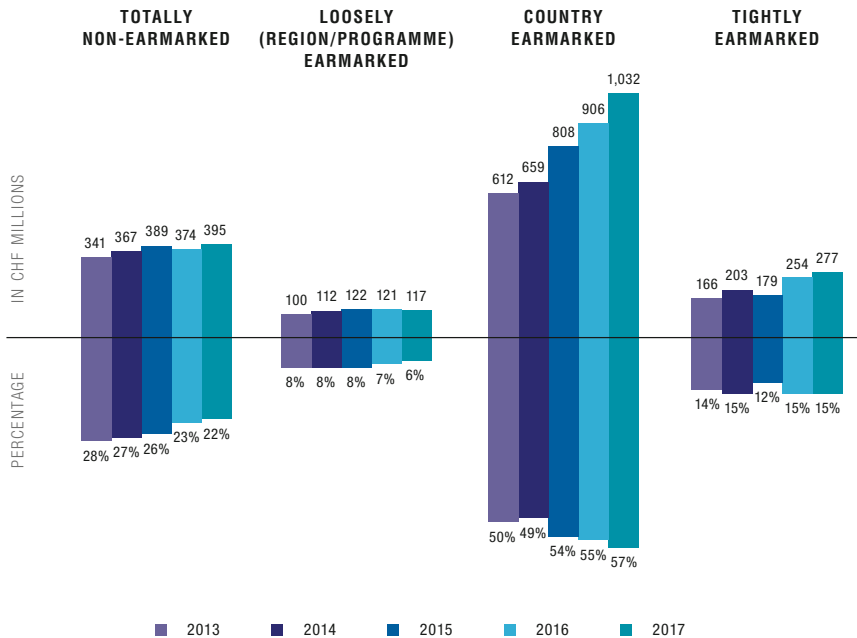
LEVEL OF EARMARKING	RANGE/RESTRICTIONS
<b>None</b>	general ICRC; ICRC field or headquarters budget
<b>Region/Programme</b>	<ul style="list-style-type: none"> <li>▶ one of the five geographical regions: Africa, Americas, Asia and the Pacific, Europe and Central Asia, Near and Middle East</li> <li>▶ one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

The quality of funding is measured by the margin that the ICRC has in deciding how to allocate a donor's contribution. For the ICRC to meet needs effectively, flexible funding-related policies remain essential, as they correlate directly with the ICRC's ability to maintain its independence, rapid-response capacity, and capacity to adapt to rapidly changing situations and evolving needs.



## EVOLUTION OF EARMARKING 2013–2017

The chart below illustrates the earmarking levels of contributions (in cash, kind and services) for ICRC headquarters and field operations from 2013 to 2017. It shows a worrying trend for the ICRC: the percentage of non-earmarked funding has been falling steadily in the past five years. Moreover, loosely earmarked contributions have continued to decrease both in percentage and in absolute value since 2015.



Experience has shown that the ICRC's operational flexibility decreases in direct proportion to the degree of earmarking stipulated by donors, to the detriment of the people that the ICRC is trying to help. For instance, a disproportionate focus on country-level earmarking could result in a lack of funding for operations in contexts that do not fall within the scope of mainstream diplomatic interests or are not widely covered by the media. The ICRC needs the bulk of its funding to be flexible – i.e. non-earmarked or loosely earmarked – in order to protect its principled humanitarian approach. The ICRC encourages donors to ease their constraints, and maintains its commitment to use funds as efficiently as possible.







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