

# Institutional

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## MANAGEMENT CONTROL

### Management Control Commission

The Management Control Commission, made up of five members of the ICRC, assists the Assembly in overseeing the work of the organization, monitors the implementation of its decisions and ensures that the ICRC's activities are conducted in an effective manner.

In 2001 the Commission met on ten occasions. The main items on its agenda included a review of the ICRC's accounts for the year 2000 and the budgets (headquarters, field and investments) for 2002 before their submission to the Assembly for approval, and close scrutiny of the external and internal auditors' reports.

### Management control

The Management Controller and his team of four auditors use standard internal audit methods to review the management of activities at headquarters and in the field, with the aim of improving the ICRC's performance. The Controller reports his findings directly to the President and the Assembly. He issues recommendations to management and follows up on their implementation.

In 2001 the management control team carried out field audits in Bangkok, Harare, Myanmar, Nepal, New Delhi, Pretoria, the Russian Federation (including the northern Caucasus) and Rwanda. At headquarters three major audits covered the payroll process, purchasing procedures and revenue accounting.

### External auditors

Since 1998 the Assembly has entrusted the ICRC's external audit mandate to KPMG.

In 2001 KPMG audited the ICRC's accounts for the year 2000, covering both headquarters and field operations, and submitted its report to the Assembly. In the course of its audit, KPMG visited delegations in Eritrea, Nairobi and East Timor.

## HUMANITARIAN DIPLOMACY

The ICRC's humanitarian diplomacy has three objectives: to spread knowledge of international humanitarian law (IHL); to apply and ensure the application of its provisions; and to facilitate the fulfilment of the organization's mandate and promote independent humanitarian action.

This humanitarian diplomacy is carried out via contacts with States, international organizations and the other components of the Movement, so it is crucial that the ICRC's statements be consistent and well-coordinated. Humanitarian diplomacy covers all the ICRC's external relations and internal mobilization on key issues, and goes beyond the mere delivery of assistance to encompass all aspects of the humanitarian response. Working closely with others through lobbying and networking is essential to ensure that this response is consistent and does not lose sight of the well-being of the victims. For the conduct of its diplomacy, the ICRC relies heavily on its delegations in the field, on missions undertaken by staff from headquarters, on the relations it maintains with international organizations, and on its participation in the major multilateral fora. The ICRC's position on key issues is also relayed to the media.

## Humanitarian issues and political response

The ICRC seeks to increase awareness of humanitarian issues among States, international organizations and civil society so as to ensure that such issues are given higher priority in the decision-making process and to achieve greater respect for IHL through political mobilization. Traditionally, the ICRC makes bilateral and confidential representations in this regard, but in the face of serious difficulties it tries to enlist the support of third States which, under Article 1 common to the four Geneva Conventions, undertake not only to respect but also to ensure respect for IHL. Only once these two possibilities have been exhausted does the ICRC envisage taking a more public approach, provided that it is in the interest of the victims concerned.

The ICRC maintains a wide-ranging dialogue not only with governments but also with bearers of weapons other than regular armed forces, and private companies operating in conflict zones. During the year the ICRC also worked to place its dialogue with the various institutions of the European Union on a formal footing and to reinforce its status vis-à-vis the Organization of American States.

## International humanitarian law

As regards progress made towards achieving universality for humanitarian law and principles, the ICRC was greatly encouraged by the number of States adhering to various IHL law instruments: approximately 100 accessions or ratifications were registered during the year. Notably, some 46 States adhered to the Statute of the International Criminal Court and 32 to the Ottawa treaty banning antipersonnel landmines. It is also encouraging to note the number of accessions to or ratifications of the 1980 Convention on Conventional Weapons (CCW) and its four Protocols; for instance some 15 States acceded to Protocol IV on blinding laser weapons. Although the Geneva Conventions enjoyed almost universal acceptance, the Additional Protocols had not yet achieved the same degree of universal recognition. The ICRC hoped that their 25th anniversary in June 2002 would prompt some of the States which had not yet done so to ratify these important instruments. As a complement to participation in the humanitarian treaties, many States decided to legislate for implementation measures.<sup>1</sup>

As to efforts to adapt IHL to new forms of conflict or new weapons technology, the Review Conference of the CCW achieved positive results in December, when the States Parties agreed to extend the applicability of the Convention and its Protocols to non-international armed conflict. They also mandated a group of experts to prepare new rules on the issue of explosive remnants of war.

Finally, ratifications of the Rome Statute almost reached the number required for the creation of the International Criminal Court. This represents a significant step towards the prevention of violations and putting an end to the culture of impunity. With the entry into force of the Rome Statute and the forthcoming 25th anniversary of the Additional Protocols, more effective ways of implementing IHL will have to be found. The Wolfsberg Humanitarian Forum due to be held in May 2002 will provide an opportunity to pursue the debate on the theme of accountability.

## The International Red Cross and Red Crescent Movement

Unfortunately, owing to political developments in the Middle East, efforts to reach consensus on a new protective emblem were temporarily suspended.<sup>2</sup>

## The attacks of 11 September

After the 11 September attacks in the United States, the ICRC redoubled its efforts to explain its role as a neutral intermediary in conflict whatever the cause pursued by the warring parties. In the framework of the "war against terror", the ICRC has to ensure that the values underlying IHL are not threatened. While recent events have shown that man's propensity for harming his fellows has little changed, care must be taken not to yield to a response that would weaken fundamental standards of humanity. The ICRC argues that rather than seeking revenge the international community must meet the new challenges its members face by relying on the rule of law and the pursuit of justice. It is only by respecting the human dignity of those who intend to harm it that society can preserve the values it upholds. Application of the law is an essential component of this process and should be its guiding principle.

<sup>1</sup> See *International Law*.

<sup>2</sup> See *Policy & Cooperation within the Movement*.

## Humanitarian action

Turning now to crisis management, various fora have recognized the necessity for both international efforts and humanitarian action whose independence is a guarantee of its neutrality. In 2001 various statements reflected increasing support for the ICRC's stance. A UN representative declared: "Humanitarian assistance should be preserved in its pristine character, moreover such assistance should not be used as a substitute for lack of political response". Furthermore, a representative of the European Union at a meeting of the UN Economic and Social Council said: "Within the framework of the Brahimi report, the European Union favours an integrated approach in setting up peace-keeping or -restoring operations, as long as the independence of the humanitarians is maintained, namely 'in synergy with humanitarian activities, without, however, contravening the necessary independence of humanitarian activities, nor the integrity of humanitarian space'".

As part of its continued efforts to raise the international community's awareness of the plight of women in armed conflict, in 2001 the ICRC published a study entitled *Women Facing War*. It also launched a new initiative to increase global response to the important issue of missing persons.

## Issues and ICRC positions

Regular scanning of the humanitarian environment and spotting of emerging trends and issues enhances the ICRC's ability to anticipate and deal with such issues and to adapt its policies accordingly. During the year, some of the following topics were examined and the ICRC's position and corresponding strategies defined: armed intervention in response to grave breaches of human rights and of IHL; understanding the concept of prevention of armed conflict and defining the ICRC's role in this regard; the ICRC and civilian/military relations in armed conflict; "conflict diamonds": the ICRC and the Kimberley process; relations between the ICRC and the private sector.

## MEDIA

In addition to its routine activities, the ICRC media unit also has to deal with the unpredictable. This, of course, will frequently be the case for any organization directly concerned with unfolding news, but 2001 was nevertheless exceptional in this respect. The impact of the events of 11 September on the ICRC's media activities went beyond anything experienced in recent years. Overnight, the ICRC was faced with an unprecedented level of media interest, which remained constant as the focus of attention moved from the United States to Central Asia and Afghanistan in particular, a country where the ICRC has had a longstanding operational presence.

This phenomenal interest in ICRC activities, which was at times based on curiosity and at times critical, dovetailed with the ICRC media objectives of cultivating closer relations with selected media and making available timely and pertinent information. The organization's challenge was to explain its position on international humanitarian law (IHL) and the Geneva Conventions in particular, to articulate a clear message with regard to acts of terror and, naturally, to provide adequate information on ICRC activities in the field. A number of events brought the organization directly into the spotlight, such as the bombing, on two separate occasions, of the ICRC's warehouses in Kabul in October 2001, and the unfounded suspicions focusing on an ICRC-supported veterinary facility during the anthrax scare.

After 11 September it was obvious that ICRC media activities would take on even greater importance. The main task then as ever was to convince a broad public of the ongoing relevance of neutral and impartial humanitarian work and the continuing validity of IHL.

The Geneva Conventions were again at the centre of a major news story when the head of the ICRC's delegation in Israel, the occupied territories and the autonomous territories stated at a press conference in

May that Israeli settlements in the West Bank and Gaza technically constituted a "war crime". This attracted considerable attention in the media and among the general public, particularly in the United States, and resulted in much debate on the relevance and applicability of the Fourth Geneva Convention.

ICRC operations relating to the conflict in the former Yugoslav Republic of Macedonia received widespread coverage in the spring. Regrettably, the murder of six ICRC staff members on 26 April in the north-east of the Democratic Republic of the Congo, which resulted in a suspension of operations, was also among the most widely reported-upon events.

Several topics of importance to the ICRC were given prominence in 2001, including its *Women Facing War* study, which was released in October, and the Nobel Peace Prize, the centenary of which was observed in December. In April, a much-publicized discussion was held between ICRC President Jakob Kellenberger and the German philosopher Hans Magnus Enzensberger. Finally, the official release and presentation of the ICRC's *2000 Annual Report*, which took place in Nairobi in July, attracted significant African media attention.

The ICRC media services' audiovisual unit produced documentaries on the organization's activities filmed in Afghanistan, Albania, Guinea, Liberia, Nigeria and Tajikistan and distributed them to international media. A number of field trips were also organized for international journalists.

Throughout the year, in line with ICRC media objectives and past practice, briefing notes on a number of relevant topics were regularly sent to National Societies. Press releases and follow-up information were also issued frequently, and a decision was taken to upgrade the technology available to the ICRC's media services, notably on the World Wide Web.

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## RELATIONS WITH INTERNATIONAL ORGANIZATIONS

Aware that protecting the victims of armed conflict requires a broad-based approach, the ICRC not only takes action in time of war to alleviate suffering and safeguard victims' rights, but also takes diplomatic initiatives with States, international organizations and representatives of civil society to promote knowledge and development of humanitarian law, explain the ICRC's position on issues of humanitarian concern, and raise awareness of current crises and the needs of the victims.

Working through its network of contacts (international organizations, regional organizations, the International Red Cross and Red Crescent Movement, NGOs, etc.), the ICRC pursues two objectives: timely exchange of the information necessary for its activities at headquarters and in the field and obtaining the support of key political actors in seeking solutions to problems, both operational and legal, in the humanitarian domain.

During the year under review, the ICRC's concerns focused on the needs of women and children in times of armed conflict, the situation of internally displaced people (IDPs), and the widespread availability of small arms and light weapons.

The ICRC's regional delegations took part both in operations and humanitarian diplomacy. In the latter sphere they played a major role, particularly in establishing and maintaining regular contacts with governments and regional organizations. They also sustained dialogue with National Red Cross and Red Crescent Societies.

For regular contact with the United Nations and multilateral and regional organizations around the world, the ICRC relied on its delegations in New York, Brussels, Paris, Cairo and Addis Ababa, which act as liaison offices.

### Preserving independent humanitarian action

Faced with the rapid evolution of conflicts and the arrival on the scene of new players, such as transnational NGOs and private companies, the ICRC endeavoured to adapt its action accordingly. It sought constantly to develop, maintain and improve its working relations with all the entities concerned – not only humanitarian but also political and military – in the interest of conflict victims. In 2001, the ICRC completed a study on civil-military relations in armed conflict, which was widely distributed among armed forces. It also participated actively in United Nations civil and military cooperation (CIMIC) courses.

In recent years there have been concerted efforts to pursue political, military and humanitarian objectives in a single integrated approach. The ICRC, however, has stressed the continued need for independent humanitarian action. It has adopted the view that efforts towards coordination and the willingness of the international community to tackle the political and military issues that give rise to conflict should not result in the loss of independence of action through a confusion of roles.

### Enhancing cooperation and coordination between agencies

During the year cooperation and consultation with all humanitarian agencies, whether members of the United Nations (UN) system or other international organizations, regional organizations or NGOs, improved substantially. This can be attributed both to the ICRC's active participation in global fora and to its bilateral relations with States, international organizations and NGOs.

The ICRC remained active in the Inter-Agency Standing Committee (IASC), the UN mechanism for coordinating humanitarian activities, in its capacity as a standing invitee. This status ensures the ICRC's independence and neutrality within the IASC. The ICRC contributed extensively to the work undertaken by IASC reference groups, in particular those on gender and humanitarian programmes and human rights and humanitarian action. The ICRC's interest in coordinating its activities with other humanitarian organizations was also reflected in its new approach to the UN's Consolidated Appeal Process (CAP). In the field, the ICRC held consultations with the UN country teams involved in the development of the Common Humanitarian Action Plan. The objective of these consultations was to avoid duplication and/or gaps in the planning phase of humanitarian operations and thus to contribute to increased strategic cooperation among humanitarian agencies. At headquarters, the ICRC represented the International Red Cross and Red Crescent Movement at the CAP launch.

A close link was maintained with the Humanitarian Liaison Working Group which brings together representatives of major donor countries in Geneva to foster dialogue with operating humanitarian agencies.

Concerned by the growing number of IDPs, the ICRC sought to make an effective contribution to international debate on this issue. As a member of the Senior Inter-Agency Network on IDPs, the ICRC presented the issue from the perspective of international humanitarian law (IHL) and made sure that the group's recommendations built on the operational experience of the International Red Cross and Red Crescent Movement.

High-level meetings and regular consultations were held with the office of UNHCR, the World Food Programme (WFP), the UN Children's Fund (UNICEF), the Food and Agriculture Organization (FAO) and other key UN agencies operating in the humanitarian sphere. As part of its ongoing close cooperation with UNHCR the ICRC took an active part in the process of Global Consultations on International Protection, which was initiated by UNHCR to revitalize the international protection of refugees. The consultation process led to a reaffirmation of the relevance and importance of the 1951 Convention and the 1967 Protocol relating to the Status of Refugees at a ministerial meeting of the States party to those treaties which was held in December.

NGOs, the growing role of which reflects that of civil society, have a considerable capacity for mobilization and persuasion. The ICRC therefore cultivated regular exchanges with these organizations and took part in the work of the Steering Committee for Humanitarian Response, an international NGO consortium. The ICRC also held a new series of seminars on protection activities for NGOs at its Ecogia training centre near Geneva, the first of which took place in November. The ICRC maintained close relations with the International Council of Voluntary Agencies, within which it has observer status. As in previous years, the ICRC also organized seminars on IHL for diplomats, international organizations and NGOs in Geneva and New York.

## Bringing issues of humanitarian concern to international fora

Through its participation in international gatherings such as the UN General Assembly, the ICRC endeavoured to raise awareness of humanitarian concerns and bring them to the forefront of the international political decision-making process.

Throughout 2001 issues of humanitarian concern remained high on the agenda of political bodies such as the UN Security Council, the Council of Europe, the Organization of African Unity (OAU), the Organization of American States, the Organisation of the Islamic Conference, the Organization for Security and Cooperation in Europe (OSCE), the Non-Aligned Movement, the League of Arab States and the European Union. The ICRC maintained regular contacts with these organizations, which all showed a high degree of openness and interest in interacting with humanitarian agencies. The Committee on Migrations, Refugees and Demography of the Council of Europe's Parliamentary Assembly paid a visit to ICRC headquarters in September.

At the beginning of each month the ICRC met the President of the UN Security Council to discuss the most pressing issues of humanitarian concern. The ICRC delegation in New York monitored the Council's work and contributed to its discussions, particularly those relating to the protection of UN and humanitarian personnel in conflict areas. As a permanent observer at the UN, the ICRC took part in the debates on topics within its sphere of interest in the General Assembly and its Committees. On two occasions, in June and November, the ICRC President shared humanitarian concerns with members of the UN Security Council and the General Assembly. The ICRC also followed the work of subsidiary UN bodies – the Economic and Social Council in particular – and expressed its views on appropriate occasions.

Throughout the year the ICRC took part in conferences of the Inter-Parliamentary Union (IPU) and in meetings of regional parliamentary associations so as to draw the attention of parliamentarians to the importance of implementing IHL instruments. The ICRC, the African Parliamentary Union and the IPU cooperated in preparations for an African Parliamentary Conference on IHL scheduled for 2002. The handbook for parliamentarians entitled *International Humanitarian Law* published jointly by the ICRC and IPU was translated into Arabic, Russian and Spanish and widely distributed.

The ICRC pursued a constructive dialogue with the OAU. The ICRC Mission to the OAU in Addis Ababa was in regular contact with the five regional groups of ambassadors and the OAU General Secretariat, and made regular written and oral representations to ensure that they were fully aware of ICRC concerns relating to the African continent. A visit to the ICRC's delegation in Ethiopia and its prosthetic/orthotic workshop in Addis Ababa was arranged for the ambassadors accredited to the OAU so as to familiarize them with the ICRC's work. The ICRC also maintained good contacts with several regional organizations on the African continent, including the Economic Community of West African States (ECOWAS) and the Southern African Development Community. A cooperation agreement between ECOWAS and the ICRC was signed during the year. In Europe, the ICRC maintained regular operational contacts with regional organizations dealing with security matters, such as the OSCE, the North Atlantic Treaty Organization and the European Union. In October, Jakob Kellenberger addressed the OSCE's Permanent Council for the first time in his capacity as ICRC President.

## RELATIONS WITH THE CORPORATE SECTOR

In view of the private sector's increasing influence in conflict-prone settings and in international affairs generally, the ICRC adopted a comprehensive strategy aimed at developing its relations with the business community, which it began to implement in the summer of 2000. The strategy has five objectives, which fall into two broad categories. The first category focuses on establishing a substantive dialogue with the private sector on the ICRC's core activities by promoting humanitarian principles among firms active in conflict zones or unstable areas, and by including business leaders among the ICRC's network of contacts at the operational level. The second category of objectives focuses on enhancing the ICRC's operational capacity and overall professionalism by drawing on specific skills from the private sector, improving acquisitions procedures for both goods and services, and stepping up efforts to raise funds from large corporations.

In line with its objective of entering into dialogue with the business community, the ICRC made initial contacts in 2001 with some 20 major multinational companies with operations in conflict-prone areas. Meetings took place at headquarters level in Western Europe, North America and South Africa with firms active in the oil, mining, agro-processing and construction sectors. All of the companies responded positively to the ICRC's overtures and expressed genuine interest in establishing further relations at field level. For the ICRC, the challenge now is to help these firms translate commitments made under various codes of conduct into operational reality, with the ultimate objective of improving the fate of war victims on the ground.

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The ICRC also made preliminary contacts with a few private military/security firms to explore avenues for a dialogue which would focus on the promotion of international humanitarian law (IHL).

In parallel with holding initial talks with private companies, the ICRC raised the issue of the role of business in conflict zones with some States party to the Geneva Conventions, and planned to continue to develop its dialogue with governments both in war-torn countries and in countries where multinational firms have their headquarters. For instance, following an initiative taken by the American and British governments, the ICRC took an active part in the so-called Voluntary Principles on Security and Human Rights process, in which companies in the extractive sector agreed to respect and promote respect for human rights and IHL. In 2001, the ICRC also joined in the UN Global Compact Policy Dialogue on Business in Zones of Conflict, with the aim of highlighting the relevance of IHL.

In connection with its objective of stepping up fundraising and partnership activities with the private sector, the ICRC adopted a set of ethical guidelines and criteria to govern such relationships. These guidelines, which can be consulted on the ICRC's Website, were derived from the Movement's statutes and Fundamental Principles, and by taking into account the ICRC's mandate.

Dialogue was also initiated on these issues with National Red Cross and Red Crescent Societies as well as with the International Federation of Red Cross and Red Crescent Societies in order to share experience and streamline the Movement's overall approach to the private sector. This was consistent with the "Strategy for the International Red Cross and Red Crescent Movement" adopted by the Council of Delegates in November 2001.

In conclusion, the first steps taken by the ICRC to implement its private-sector strategy in 2001 aroused interest and met with positive reactions, both from the business community and within the organization. The challenge now is to translate this initial momentum into a real improvement in the situation of war victims and in the ICRC's capacity to protect and assist them.

## FUNDING

All ICRC funding is coordinated by and channelled through its External Resources Division, which is attached to the Department of Operations. The External Resources Division raises the funds needed for the ICRC to carry out its humanitarian activities while ensuring respect for the organization's independent status. The ICRC seeks predictable, sustained and flexible financial support covering its objectives and guarantees that donor requirements are met appropriately.

### Budgets

The overall initial budget appeals for 2001, launched by the ICRC in December 2000, amounted to Sfr 994.9 million. This was lower than the preceding year's record overall budget of Sfr 1,052.1 million. This reduction was due to the Emergency Appeals being set at Sfr 844.7 million, which was Sfr 62.9 million (7%) lower than the amount requested a year earlier for 2000. The Headquarters Appeals budget increased by 3.9%, from Sfr 144.5 million in 2000 to Sfr 150.2 million in 2001.

In the course of the year, the initial field budget was increased by seven budget extensions to accommodate unforeseen events and rising needs in humanitarian terms in Burundi (April), Israel, the occupied and the autonomous territories (April), Guinea (April), the Federal Republic of Yugoslavia (June), the former Yugoslav Republic of Macedonia (August), and twice for the Afghan conflict (June and October). A budget extension was also decided upon for Liberia (June) but was covered by the ICRC's contingency fund. The final field budget for 2001 thus stood at Sfr 944.4 million (in cash, kind, and services), which was practically identical to the Sfr 944.3 million (in cash, kind, and services) reached in 2000.

## Expenditure

Overall expenditure reached Sfr 829.5 million, Sfr 145.3 million of which was for headquarters and Sfr 684.2 million for field operations.

The implementation rate<sup>3</sup> for activities planned as part of the ICRC's emergency objectives for the year was lower than in previous years, with expenditure reaching 77.8% of the overall final Emergency Appeals budget. Low implementation rates are generally caused either by severe political and security constraints or by a (partial) resolution of the conflict in question and an ensuing decrease in emergency needs. The former was the case in several contexts such as Burundi and the Democratic Republic of the Congo, where the implementation rates were only 54% and 63%, respectively. In Burundi, the implementation of a food assistance programme had to be halted prematurely when disagreements concerning distribution criteria raised security concerns, while all activities in north-eastern Democratic Republic of the Congo were halted after the assassination of six ICRC staff in April. In addition, major reductions in the need for assistance in Angola and the Federal Republic of Yugoslavia also yielded lower than anticipated implementation rates.

Concerns of a potential year-end funding shortfall led the ICRC to reduce spending at midyear by approximately Sfr 30 million. This was achieved by cancelling or delaying various planned expenditures relating for the most part to running costs, infrastructure and assets (vehicle fleet); the measures taken did not affect the implementation of programmes directly benefiting those in need.

<sup>3</sup> Implementation rate = field expenditure (in cash, kind and services) / final field budget (excluding contingency) x 100%

## Contributions

Donor response to the ICRC's budget needs and expenditure proved generous, and was close to the all-time highs of the previous two years. A total of Sfr 830.8 million was received in contributions. The level of contributions received in 2001 enabled the ICRC to cover the Sfr 29.1 million deficit carried over to 2001 from 2000, and close the books for the year with a positive balance of Sfr 3.3 million. It must be noted, however, that this positive year-end result was possible only as a result of the above-mentioned Sfr 30 million reduction in spending that took effect in August, and the major additional funding that began to arrive in October in response to the developments in and around Afghanistan. In the absence of these two factors the ICRC would certainly have faced a considerable year-end deficit once again. Indeed, contributions to the Afghanistan operation yielded a positive balance of over Sfr 25 million which was carried over to 2002. For other contexts, however, the level of funding did not significantly differ from the average of the previous years.

The overall pattern of the sources of these contributions shifted noticeably compared with the previous year, with the proportion of support from governments increasing to 82.3% of contributions (2000: 76%) while that of National Societies decreasing to 8.7% (2000: 15.2%), thus reversing the positive trend noted over recent years. The drop in National Society contributions was due among other things to fewer delegated projects offered by the ICRC and the drying-up of funds which had been available to National Societies in 1999 and 2000 in connection with the crisis in the Federal Republic of Yugoslavia, notably in Kosovo. Contributions received from other sources stayed relatively constant. ICRC funding sought and obtained from the European Commission (ECHO) remained stable at 5.3% (2000: 4.9%), while contributions received from various other public and private sources stood at 3.4% (2000: 3.7%).

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The United States remained the ICRC's largest donor. It accounted for 28.2% (Sfr 234.3 million) of all contributions received and 30.8% (Sfr 218.9 million) of contributions received for field operations. Indications on the level of funding provided early in the year and the predominantly regional earmarking of the US contribution enhanced the ICRC's operational flexibility.

The third year of the three-year partnership agreement with the United Kingdom's Department for International Development (DFID) and the British Red Cross, intended to strengthen the ICRC's operational capacity in the spheres of protection, assistance and preventive action, was successful. As provided for under the terms of the agreement, DFID and British Red Cross representatives visited two ICRC operational contexts: Uganda in February and Colombia in November and December. Under the partnership agreement, DFID gave £17 million to the ICRC for the period from April 2001 to March 2002. Over and above this predetermined fixed amount, the UK contribution to the ICRC increased to Sfr 106.1 million (Sfr 1.4 million for headquarters and Sfr 104.7 million for operations in the field), making the UK the second largest contributor to the ICRC.

### Contributions to Headquarters Appeals

Sfr 106.7 million (Sfr 106.4 million in cash and Sfr 0.3 million in services) were received from 78 governments, Sfr 7.4 million (Sfr 6.4 in cash and Sfr 1 million in services) from 76 National Societies and Sfr 6 million (Sfr 4.3 million in cash, Sfr 1.2 million in services, Sfr 0.4 million in kind and Sfr 0.1 in assets) from a number of private and public sources as contributions to the headquarters budget. This level of funding is similar to the Sfr 106 million from 82 governments and the Sfr 7.6 million from 80 National Societies received in 2000.

### Contributions to Emergency Appeals

Sfr 710.7 million were contributed to emergency operations by 29 governments (Sfr 577.7 million), the European Commission (Sfr 44.5 million), 36 National Societies (Sfr 65.1 million) and by a variety of supranational and international organizations and private and public sources (Sfr 23.6 million) such as the United Nations (UN), the Arab Gulf Programme for UN Development Organizations (AGFUND), the Union of European Football Associations (UEFA) and Rotary International. The cash component of the donor response to the ICRC's emergency operations reached a record contribution level of Sfr 659.1 million. The in-kind component had a value of Sfr 32.9 million, down from Sfr 56.2 million in 2000. Contributions in services were equivalent to Sfr 17.8 million, down from the Sfr 24.3 million received in 2000. Contributions in assets represented Sfr 0.9 million in 2001.

In 2000, Sfr 721 million were received towards the emergency operations budget. Of this amount, Sfr 530.5 million in contributions were received from 28 governments, Sfr 41.4 million from the European Commission, Sfr 119.9 million from 32 National Societies, Sfr 29.6 million from various private and public sources, and Sfr 0.3 million from supranational or international organizations.

### Flexibility in funding

Even though the ICRC has been fortunate not to suffer from major cuts in funding, specific donor requirements in terms of earmarking and reporting were generally the same in 2001 as in 2000. Some of these constraints were imposed by the donors' own internal financial and administrative services.

To meet needs effectively, it is essential to the ICRC to benefit from flexibility in the use of funds and a degree of standardization of individual donor requirements, notably in relation to earmarking and reporting. Earmarking has become more widespread in recent years, and contribu-

tions have often been accompanied by rigorous timetables for the implementation of projects and stringent specific reporting conditions. Experience has shown that the more restrictive the earmarking policy, the more limited the ICRC's independence and operational flexibility – much to the detriment of the people that the ICRC is trying to help. Coming to terms with specific earmarking and reporting requirements generates a considerable administrative workload, both in the field and at headquarters. Pre-existing standard reporting procedures have to be duplicated when individual requests, reporting, audit and evaluation requirements need to be satisfied.

Tightly earmarked cash contributions still account for a significant proportion of the cash contributions received for ICRC field operations. In 2001, they amounted to Sfr 116.6 million or 17.7% of cash contributions received in response to the Emergency Appeals. In part this proportion was linked to 45 ICRC projects being delegated to National Societies, especially in the Balkans where 18 projects were delegated.

At 25.2% in 2001, the proportion of totally non-earmarked cash contributions ("core funding") to ICRC Emergency and Headquarters Appeals was nearly the same as in 2000, when it stood at 25.7%. Cash contributions loosely earmarked for a given region, country or programme represented about 59.5% of the total. Particularly flexible funding was received from 15 governments and seven National Societies in response to the 2001 Emergency Appeals. This included significant proportions of the contributions received from the governments of the UK, the Netherlands and France. Fully non-earmarked funds for the field amounted to Sfr 81 million, representing 12.3% of the overall cash contributions received for the field. This included contributions to the ICRC's "Mine Action 1999-2003" appeal, which was launched in the summer of 1999 with the aim of raising Sfr 105 million to fund the ICRC's mine-related activities over a five-year period.

Broad, geographically earmarked funding was received in addition to country-earmarked funding from the United States in particular, but also from Norway and Canada. In 2001 this amounted to Sfr 157.5 million, or 23.9% of the cash contributions received for the Emergency Appeals. In all, flexible funds received for the field amounted to Sfr 248.6 million or 37.7% of the cash contributions received in response to the Emergency Appeals.

Country-earmarked funding received from 21 governments and 21 National Societies amounted to Sfr 293.9 million, or 44.6% of the cash contributions received for the Emergency Appeals.

The ICRC has drawn up guidelines to ensure greater uniformity and coherence in managing earmarked funds. These standards are designed to reduce the multiplicity of financing and reporting constraints which stifle the ICRC's ability to respond most effectively to general donor requirements.

The issue of earmarking was raised in meetings of the Donor Support Group (DSG), a discussion forum made up of governments contributing over Sfr 10 million annually to the ICRC. The DSG assisted and supported the ICRC in its efforts to improve its standard reporting

system so as to reduce the number of specific reporting requirements. This enabled the ICRC to be more effective in encouraging donors who traditionally use rigid earmarking to ease their constraints, while maintaining its commitment to use funds as efficiently as possible. In 2001, the ICRC's standard reporting system was successfully adapted to the organization's internal "Planning for Results" (Pfr) methodology. This commitment to result-oriented reporting to donors was further reinforced through external audits and enhanced internal planning and evaluation procedures.

## Predictability in funding

The ICRC does not operate with a system of funding that relies on set (statutory) contributions. Moreover, its programmes are implemented according to needs and are not made contingent on the level of contributions that have been received or pledged. The ICRC counts on donors to come forward with the necessary funds in response to its objectives and programmes for a given year. To minimize the financial risk it thus incurs, the ICRC seeks, on the one hand, to be realistic as to the objectives and budgets it sets and, on the other, to gain a certain degree of predictability with respect to funding from

donors. Ideally, the ICRC would obtain pluri-annual funding commitments from donor countries – as it does in fact from some donors. The ICRC is aware that planning restraints on donors, and national budget and finance regulations, do not easily allow them to commit themselves to the medium-term assurances the ICRC would prefer. Nevertheless, the ICRC will continue to seek ways of achieving its objective of pluri-annual arrangements. Clear indications received early in the year from donors as to the annual level of funding and the timing of the transfer of funds would also facilitate financial planning and reduce risk.

Overall predictability of funding improved, in large part owing to arrangements made early in the year with the United States, the United Kingdom, Sweden and – in the case of the headquarters budget – Switzerland. These agreements allowed planning in terms of basic funding levels to take place early on, and favourable timing in the transfer of funds helped to ensure a marked improvement in the ICRC's overall cash-flow situation as compared to the previous year.

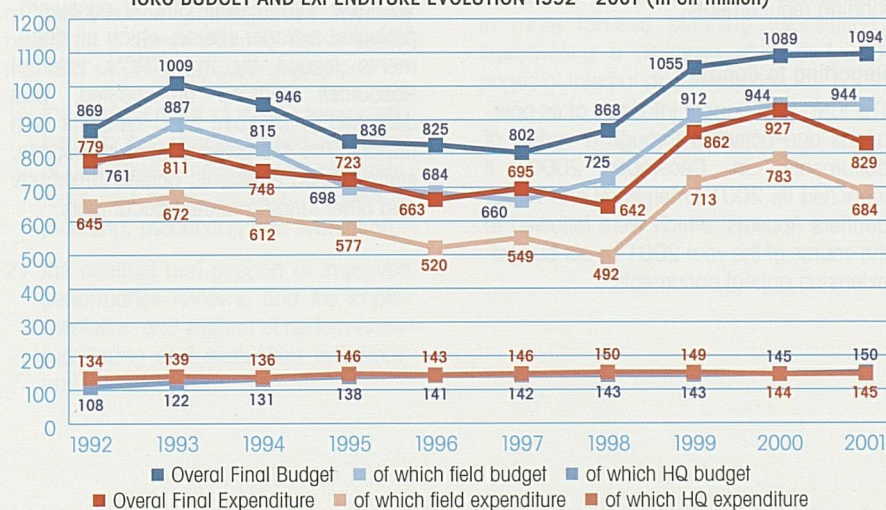
## Cash flow

Agreements reached with some major donors on timing in the transfer of funds resulted in a marked improvement in the ICRC's overall treasury situation as compared to the previous year. In 2001, the ICRC was in a better position to trigger timely payments and consequently did not face the cash-flow problems that had characterized the previous two years. In 1999<sup>4</sup> and 2000<sup>5</sup> the cash-flow situation had been problematic and had resulted in periodic negative balances, obliging the ICRC to resort to commercial bank loans as a means of continuing its operations, thus incurring additional expenses.

<sup>4</sup> See the ICRC's 1999 Annual Report, p. 401.

<sup>5</sup> See the ICRC's 2000 Annual Report, p. 247.

ICRC BUDGET AND EXPENDITURE EVOLUTION 1992 - 2001 (In Sfr million)



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## Diversity in the donor base

In spite of concerted efforts to broaden its donor base, the ICRC is concerned with what it perceives as a gradual narrowing of its donor base of main financial contributors. In view of its universal mandate and the worldwide deployment of its activities, the ICRC would like to be able to count on the broadest possible support. While the general data provided above would at first appear to indicate broad support in terms of the level and the number of sources of contributions, a closer look reveals a trend of increasing reliance on a relatively few main donors accounting for the bulk of the ICRC's funding.

Even though 82 governments and the European Commission contributed to the ICRC's overall budget in 2001 (unchanged from 2000), the top 10 contributors accounted for Sfr 648.3 million or 78% (2000: 72.2%) and the top five contributors for 63.2% (2000: 59.2%) of the overall total of Sfr 829.4 million in contributions received. Similarly, contributions were received from 88 National Societies (2000: 62), with the top 10 accounting for 77.2% (2000: 73.7%) and the top five for 51.1% (2000: 43.7%) of the total of Sfr 75.4 million in contributions received from National Societies.

As for contributions received for field operations, the numbers are cause for even greater concern. Only 29 governments and the European Commission contributed to the Emergency Appeals (2000: 28). Of these, the top five accounted for Sfr 455.7 million, or 64.1% (2000: 62.9%) of the total of Sfr 710.7 million in contributions received. The top five National Society contributors accounted for Sfr 34.4 million, or 52.9% (2000: 46.1%) of the Sfr 65 million received from more than 36 National Societies in response to the 2001 Emergency Appeals.

In view of the above, it is clear that the ICRC needs to continue its efforts to obtain additional funds from new government and National Society donors, and at the same time identify and test new budget lines among current donors.

## Private sector

Increased fundraising from private-sector sources was also attempted as a means of broadening the donor base. Unfortunately, the overall income from private fundraising activities fell, despite increased efforts to target large firms and foundations. Although potential sources of additional funding were identified, the time and human resources available were not adequate to develop substantial new partnerships. An agreement with the Swiss Red Cross continued to restrict active fundraising in Switzerland. The effects of this restriction were not offset by spontaneous donations, the level of which was lower than in the previous year.

The ICRC has no illusions as to the funding potential of the private sector, which is unlikely to be characterized by constant growth rates that could challenge the predominant role of governments (as States party to the Geneva Conventions) and National Societies (as key components of the International Red Cross and Red Crescent Movement) in meeting the ICRC's funding requirements.

## Reporting to donors

The ICRC kept donors informed of its operations and activities through a variety of documents. In December 2000, it launched its 2001 Emergency and Headquarters Appeals, which were followed in the course of the year 2001 by six budget-extension appeal documents.

It reported to donors on all its field operations via *Quarterly Donor Reports* (QDRs) which covered the first, second and third quarters of the year; the fourth quarter is covered by the country reports contained in the present *Annual Report*. The structure and content of the QDRs and the present *Report* were reorganized to bring them into line with the ICRC's overall "Planning for Results" approach and its Appeals. Thus, rather than merely listing activities carried out, the reporting aims to discuss progress achieved for each target population in the light of set objectives. Financial updates were similarly provided on a quarterly basis. In September the ICRC issued its *Renewed Emergency Appeal* which presented the overall funding situation of field operations, detailed the contributions received by that time, and covered a number of major operations for which substantial funding was still required. In view of the worrying projected year-end financial shortfall, an updated version of the *Renewed Emergency Appeal* was issued at the end of October.

Donors were further informed of the main developments in ICRC operations by means of 29 *Updates* and four *Special Reports*, including a 2000 *Mine Action report* which was issued in connection with the ICRC's five-year "Mine Action 1999-2003" appeal.

The new ICRC Donor Site, a password-protected extranet site on which all documents issued by the ICRC's External Resources Division are posted, was designed to improve ICRC relations with donors. The site gives donors immediate, systematized electronic access to reports and other funding-related documents.

## PLANNING, MONITORING AND EVALUATION

### Reviewing performance

The ICRC is judged by the quality of its performance protecting lives and alleviating the suffering of conflict victims. The Assembly, the President, the Directorate and major funding donors continue to encourage a high level of professionalism and the application of modern management tools within the ICRC. The aim, which is entirely compatible with the ICRC's mandate, is to improve the organization's performance-management capacity through results-based planning, monitoring and evaluation. Concretely, meeting this objective will involve working towards a clearer definition of responsibilities with respect to achieving results, greater transparency regarding performance, and a commitment to sharing best practices and learning on humanitarian issues, both within and outside the ICRC. It will also be a matter of supporting priorities set by the Directorate, taking into account past experiences, strengthening the ICRC's planning/reporting framework and methodology, and organizing the performance review system with a view to developing an evaluation culture within the ICRC.

In 2001, the ICRC continued to implement a performance management system based on a commitment to active learning, and emphasized several priorities:

- 1) the development of methodology and performance-review architecture, and of appropriate management concepts, tools and infrastructure in support of planning, monitoring and evaluation,
- 2) the conduct and support of improved performance reviews, and the implementation and support of performance-monitoring and evaluation initiatives, and

- 3) the encouragement of knowledge-sharing and learning through periodic thematic analyses of planning, monitoring and evaluation work and continuous communication of successes, lessons and best practices.

This performance-management orientation was endorsed by the ICRC Donor Support Group in June 2001 in Berlin. On the basis of observations made on field missions to Angola and Sri Lanka, Donor Support Group members acknowledged that the ICRC had made substantial progress in planning, monitoring and evaluation, and encouraged the organization to pursue its efforts in these areas.

### Planning for Results (PfR)

The PfR methodology, first introduced in 1999, is pivotal to the ICRC's performance-management activities. PfR encourages the explicit identification of results-based objectives for ICRC operations, which are formulated with three dimensions in mind:

- 1) target population,
- 2) programme capacity, and
- 3) geographical setting.

Over the past three years, the PfR planning system has been gradually revised and streamlined. While the number of delegations has increased, the consolidation of the PfR process has resulted in a 15% reduction in the number of objectives and in more focused planning information, representing a decrease of over 1,000 pages of internal documentation.

PfR has become a firmly established ICRC management system, both in the field and at headquarters. Specifically, it has translated into a planning system that includes approximately 1,500 results-based general objectives for the field, which last for one or more years, and 140 general objectives for headquarters. Moreover, the continuous streamlining of the system over time has led to steady improvements in the quality of operational planning, including the establishment of a direct link between expected results as defined in the planning system and resources allocated in the financial system. In particular, the average annual budget per general objective is just under half a million Swiss francs for the field and over one million Swiss francs for headquarters.

PfR provides a meaningful basis for the management of ICRC tasks and operations. The planning system offers better thematic review and trend analysis (by programme, target population or geographic location). Last, but not least, PfR provided the framework for the ICRC's *2002 Emergency Appeals* and *2002 Headquarters Appeal* and indeed the foundations for this document, the *2001 Annual Report*.

### Monitoring and reporting on results

To ensure that the planning and implementation of programmes are both relevant and effective, ICRC management increasingly incorporates analytical tools such as operational assessment and review into its performance monitoring.

For example, as part of the annual planning exercise conducted in 2001, field delegations and headquarters units were requested to undertake a global review of performance against objectives. Their appraisal was supported by concrete examples given by staff of areas where results were achieved during the year and where they fell short of expectations. According to this global staff assessment, performance was deemed to have improved and to be moving forward positively.



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In addition to the above global annual performance assessment, field monitoring and periodic reporting to headquarters were carried out continuously throughout the year for all ICRC operations. These monitoring activities were conducted in support of both internal management and external reporting requirements. A new system for periodic internal management reporting was introduced in March 2001 and extended to all delegations. The objectives of the new system were to optimize reporting as a monitoring tool, to improve the effectiveness and efficiency of reporting and to make reporting structures more coherent with both the planning tools (linked to general objectives) and the management cycle.

The new reporting system consists of three types of internal management reports:

- 1) *Weekly Operational Reports*, which provide factual progress reporting between the field and headquarters;
- 2) *Monthly Statistical Reports*, which provide information, including beneficiary data, for the respective programme support services and the External Resources Division; and
- 3) *Quarterly Institutional Reports*, which provide a combination of analytical reporting and progress reports reviewed against the general objectives. These documents are used not only as an internal management tool but as a main source for external reporting to donors in the form of *Quarterly Donor Reports*.

A preliminary assessment of the new reporting system was encouraging. Use of the new, shorter and more focused *Weekly Operational Reports* format was firmly established by mid-2001 and generally well accepted in the field. The *Quarterly Institutional Reports*, while more demanding, provided an opportunity for improved management. Throughout 2001, approximately 90% of the general objectives outlined in PfR were reported on by all delegations. The length of the *Quarterly Institutional Reports* – 16-18 pages on average, depending on the geographical zone – was considered acceptable. Feedback from delegations and heads of operations showed that the new *Quarterly Institutional Reports* were accepted by the field.

Performance monitoring and reporting continued to be optimized at the ICRC in 2001. The new internal reports offered systematic access to management information, an opportunity for enhanced strategic reflection, a more structured basis for assessing performance, and, more generally, they improved management responsibility. Improved access to management information also benefited mid-term review discussions involving delegations within a geographic region and provided a quick briefing tool for management on field visits and assignments. Furthermore, it helped reduce duplication of efforts such as the need to produce other specialized documents.

The new reporting system is well suited to PfR, as it consolidates the PfR methodology and facilitates the planning process. The improved new *Quarterly Donor Reports* distributed throughout 2001 received a positive response from donors, who confirmed that the reporting they contained was more concise, relevant and useful as a basis for establishing performance accountability than reports used previously.

### Evaluating results

Systematic and objective evaluation documents the consequences and merits of programme implementation. Evaluation remains an important objective for the ICRC. Developing evaluation methodology, supporting ongoing evaluation efforts, and encouraging learning and the sharing of knowledge remained key management priorities in the year under review. Efforts continued to implement the ICRC Performance Review Policy, which was approved by the Directorate early in the year. The Policy covered key management responsibilities and instruments used to assess performance, including monitoring and evaluation. The Policy has been further implemented through the development of performance frameworks for each main programme, which set out benchmarks and establish key indicators for assessing programme performance. These frameworks can provide an important, cohesive link between planning (PfR) and subsequent performance review activities (monitoring and evaluation). Finally, as a way of consolidating institutional memory and facilitating learning, a second institutional review of results was completed. This review, which drew on a global assessment of PfR by staff, subsequent monitoring reports and recently completed evaluations, corroborated lessons learned in 2000. It was presented to the Donor Support Group in Berlin.

## Five specific evaluation studies

Five studies providing independent evaluations that had been launched in 2000 were completed in 2001. These were the ICRC's

- 1) orthopaedic programme for the physically disabled in Afghanistan, Angola, Azerbaijan, Ethiopia, Georgia, Iraq, Vietnam and Zimbabwe,
- 2) MINEDUC programme promoting international humanitarian law in secondary-school education programmes in Georgia, the Russian Federation, and Uzbekistan,
- 3) dissemination programmes for the military police in Brazil,
- 4) economic-security activities in Abkhazia, and
- 5) post-conflict work in Mali between 1995 and 1999.<sup>6</sup>

Performance issues such as impact, relevance, efficiency and effectiveness were a common focus of the evaluations. All evaluations were undertaken by independent experts with no previous involvement in the programme activities evaluated and were therefore objective in nature. Evaluation findings and recommendations were factored back into the subsequent planning process for 2002.

## Other evaluations in progress

In addition to the evaluations completed during the year, two others – of water and sanitation in East Timor, and the ICRC's mine-awareness activities in the Balkans – were launched in 2001. These ongoing evaluations, like those that were completed, focused on performance issues such as impact, relevance, efficiency and effectiveness. The findings and results will form the basis of concrete recommendations on how to improve the ICRC's operational efforts in the areas concerned.

To conclude, in 2001 the ICRC began to reap the benefit of results-based planning, monitoring and evaluation. Performance management was firmly established within the ICRC and contributed to greater transparency, accountability and the sharing of best practices through continuous learning.

## INFORMATION SYSTEMS

The main goal of the ICRC's Information Systems (IS) Division is to align information technology (IT) projects and services with the organization's strategic objectives, in order to achieve maximum efficiency and optimize both investments and operating costs through the best possible allocation of human and financial resources.

In 2001, the reorganization of the IS Division, including the staffing of its application-development unit, was largely completed. The outsourced partnership agreement for the maintenance of operations and information systems was evaluated and renegotiation initiated. In order to fill vacancies for field assignments, 10 IT technicians were recruited and trained.

A first version of an ICRC-wide IS strategy for the field was formulated in 2001, with two main objectives. First, internal and external reporting were to be improved by speeding up information flow and enhancing data coherence. This was to enable delegations to achieve their objectives more efficiently. Second, within this strategy, existing functions of the various field applications were to be re-engineered so as to be working against a single, global ICRC data model in 2003. Missing functions such as those needed for distribution and local stock management were to be included.

### Information technology projects

The ICRC's set-up in 2001 included about 3,500 PCs and 150 servers in some 300 locations, all running a variety of applications, databases and end-user tools. The availability of these systems and services was essential for most ICRC activities at headquarters and in the field.

Two main kinds of projects could be distinguished: those that dealt with applications focusing on the end user, and those that developed the infrastructure providing the basic technological framework on which to run the applications.

<sup>6</sup> Evaluation was completed with direct financial support from the United Kingdom's Department for International Development (DFID).



**End-user projects**

Requirements for a new logistics tool for the field were specified and agreed upon, and a suitable product was chosen. The project then entered the development phase. The target date for implementation was September 2002.

A new tool was found for the ICRC Website that allowed its contents to be dissociated from its structure, thus ensuring graphical coherence and ease of maintenance. Implementation was under way and the new improved site was expected to be operating by April 2002.

Delivery was taken of all elements needed for the installation of Microsoft Office both at headquarters and in the field, which should be completed in 2002.

In connection with Enterprise Resource Planning, a new costing model was implemented in all applications such as time reporting and human resource and finance programmes at headquarters and in the field. Deployment of the protection database application (PROT 5) was 90% completed.

**Infrastructure projects**

Planning for a new server room needed for the Disaster Recovery Plan advanced well, but was not completed in 2001 owing to budgetary constraints. The planning had to be carried over to 2002.

The CrossNet project explored and tested several methods of transmitting professional messages over HF and UHF radio channels. A satisfactory method was found using the UHF channel. All HF alternatives posed performance problems.

The problem of replacing the four telephone switchboards at ICRC headquarters, the Ecogia training centre, the Vernier warehouse and International Federation of Red Cross and Red Crescent Societies headquarters, and of over 1,200 telephones was analysed. The existing equipment must be replaced as it is no longer maintained by the supplier. A switchboard integrating voice and data into a single

network was found to be preferable to a conventional switchboard. The installation of such switchboards and associated upgrades of the data network was scheduled for summer 2002.

Standardized Wireless Local Area Network kits were developed to link transparently the data networks of two sites over several kilometres at wire speed. Such kits were in operation in Kigali, Tashkent, Tel Aviv, and between ICRC and Federation headquarters. They could be set up in a single day.

All satellite telephones were replaced with newer models, and portable antennae with fixed antennae wherever possible, in order to lower per-minute call charges. This enabled total annual expenditure for radio and satellite traffic to be kept stable at two million Swiss francs per year, despite a 10% increase in the volume of voice and data traffic.

**Cooperation**

The ICRC operates a multitude of private radio networks worldwide, involving some 7,000 radio sets (HF and VHF). In close cooperation with the International Federation, new standard models for HF and VHF radios have been specified and evaluated. The new VHF radios are also capable of carrying data traffic. A new supplier offering lower prices and better warranty conditions for the VHF radios was selected in cooperation with the Logistics Division.

Agreement on common ICRC and International Federation standards made joint procurement of HF and VHF radios possible, thus increasing negotiation leverage with suppliers. Furthermore, the common standards facilitated merging the Federation's radio stocks with those of the ICRC in the warehouse in Vernier. The Federation issued recommendations to National Societies for the purchase of standardized equipment, which also facilitated donations in kind such as cars already equipped with the approved HF and VHF radios. The ultimate aim remained to achieve coherent effective communication in the field.

**HISTORICAL RESEARCH**

The purpose of the ICRC's historical research activities is to make its history better known within the organization, to outside historical researchers and among the public at large.

The legitimacy that the ICRC enjoys today owes a great deal to its history as founding body of the International Red Cross and Red Crescent Movement. The mandate entrusted to the ICRC by the Geneva Conventions and the Statutes of the Movement is rooted in these origins, as are the working principles that enable the ICRC to protect and assist victims of conflict and ensure its acceptance by States and warring parties.

To enhance understanding of how this mandate was fulfilled in the past, one of the primary objectives set for 2001 was to continue writing up the history of the ICRC for the years 1946-1965. Volumes I and II, covering the period 1863-1945, were published in 1963 and 1978 respectively. In 2001, Volume IV (1956-1965) was completed and was to be published in the second half of 2002. Work on Volume III covering 1946-1955 was still in progress, with publication scheduled for 2004.

The Historical Research Unit replied to 26 external requests for information on ICRC activities during the period 1950-2000, which were documented in the archives but about which details were not yet accessible to the public. The recording of oral accounts of the organization's history, which had been due to continue in 2001, and the creation of an historical Website were delayed for administrative reasons.

The unit also provided support for "Geneva for Peace", a series of major cultural events such as exhibitions, concerts and round-table debates held to celebrate the centenary of the award of the Nobel Peace Prize to Henry Dunant. A member of the unit was made available to the "Geneva for Peace" organizing committee for four months and contributed to making the event, which began in October 2001 and was due to continue in 2002, a success.

## ARCHIVES

Reports on all ICRC activities, registers of official decisions and legal and operational correspondence have been stored since 1863, the year that the ICRC was founded. In 2001, the Archives Division created over 6,000 files and received over 100 linear metres of documents from headquarters units and delegations. In addition, it replied to more than 1,200 internal requests.

In 2001, the Archives Division also handled over 6,000 requests for official documents such as certificates of detention and other information from victims of past armed conflicts and their next of kin. Most of these cases were related to the Second World War, and over 80 per cent concerned people of Polish or Italian origin, and, to a lesser extent, British nationals. New programmes of indemnification in Germany, Italy and the United Kingdom led many Second World War victims or their families to request documentary evidence from the ICRC archives in order to prove their eligibility for compensation. The remaining cases concerned victims of conflicts after 1950 or of the First World War. Such requests are often made by individuals conducting research into family history.

The inventory continued of Second World War archives covering internment in Switzerland from 1938 to 1950, immigration to Palestine from 1943 to 1947 and the Joint Relief Commission from 1941 to 1948. The latter inventory will be completed in 2002.

The ICRC is aware of the value of its archives for historical research, and strives continuously to facilitate access and improve its services. In 2001, the Archives Division answered more than 700 requests and received researchers in its reading room for the equivalent of over 400 working days.

With a view to opening a new set of archives to the public, an inventory of the ICRC's general records covering the 1950s was carried out in 2001. The decision on public access, which is expected to be taken in early 2003, could result in hundreds of metres of files covering in particular the Indochina War (1946-1950), the Korean War (1950-1953) and the Algerian War (1954-1962) being made available to historians and the general public.

Since 1990, the ICRC's archives have been governed by a policy based on the highest standards of the records-management profession. In 1999, it was decided to revise the policy in order to take into account the new requirements of electronic documents and records management systems. On 13 December 2001, following a review of current policy, the Assembly adopted a new policy for the period 2001-2010, which will maintain the standards of the preceding decade while making the ICRC's archives more accessible and better managed.

With the help of outside experts, the ICRC also carried out a survey of its records' state of preservation. As a result, various measures were taken to adapt and monitor the storage depots, and to conserve the state of the records themselves.