ICRC ANNUAL REPORT 2017
FACTS AND FIGURES
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

OVERVIEW

PROTECTION
Restoring family links
Forensics
Visits to detainees

ASSISTANCE
Economic security
Water and habitat
Health
Weapon contamination

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

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

<table>
<thead>
<tr>
<th></th>
<th>INITIAL BUDGET</th>
<th>FINAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,819</td>
<td>1,987</td>
</tr>
<tr>
<td>including field budget extensions</td>
<td></td>
<td>156</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>TOTAL EXPENDITURE¹</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>214</td>
<td></td>
</tr>
<tr>
<td>Field</td>
<td>1,637</td>
<td></td>
</tr>
</tbody>
</table>

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

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.

980 people, including 800 minors, reunited with their families

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
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.
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
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
- 547,545 food parcels (individual)
- 65,585,515 kilograms of rice
- 12,530,121 kilograms of beans
- 4,961,119 litres of oil
- 862,711 hygiene parcels
- 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
- 7,290,811 average catchment population
- 4,201,600 curative consultations
- 412,282 antenatal consultations

BENEFICIARIES OF CURATIVE CONSULTATIONS

- 30% children
- 23% women
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
- 136,394 operations performed, including by ICRC surgical teams

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

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

- 2,829,238 medical consultations held
- 41,808 gynaecological/obstetric admissions

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

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

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 Humanitarium 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 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

BREAKDOWN OF THE FIELD EXPENDITURE
By geographical region
By programme

HIGHLIGHTS BY REGION
Africa
Americas
Asia and the Pacific
Europe and Central Asia
Near and Middle East

15 LARGEST OPERATIONS
BREAKDOWN OF THE FIELD EXPENDITURE

BY GEOGRAPHICAL REGION

IN CHF MILLIONS

- Africa: 677.0
- Near and Middle East: 522.4
- Asia and The Pacific: 230.6
- Europe and Central Asia: 124.9
- Americas: 82.2

TOTAL: 1,637.1

BY PROGRAMME

IN CHF MILLIONS

- Protection: 249.5 (15.2%)
- Assistance: 1,109.8 (67.8%)
- Prevention: 163.9 (10.0%)
- Cooperation with National Societies: 100.4 (6.1%)
- General: 13.5 (0.8%)
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

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Appeals</td>
<td>648,870</td>
</tr>
<tr>
<td>Budget Extension Appeals</td>
<td>63,844</td>
</tr>
<tr>
<td>FINAL BUDGET</td>
<td>712,713</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>677,027</td>
</tr>
<tr>
<td>of which overheads</td>
<td>41,095</td>
</tr>
</tbody>
</table>
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
- Essential household items
  - 1,216,485 beneficiaries
- Productive inputs
  - 3,104,199 beneficiaries
- Cash
  - 996,582 beneficiaries
- Vouchers
  - 39,986 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.

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

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

**FINANCE**

**BUDGET**

<table>
<thead>
<tr>
<th></th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Appeals</td>
<td>83,670</td>
</tr>
<tr>
<td>Budget Extension Appeals</td>
<td>1,527</td>
</tr>
<tr>
<td><strong>FINAL BUDGET</strong></td>
<td>85,198</td>
</tr>
</tbody>
</table>

**EXPENDITURE**

<table>
<thead>
<tr>
<th></th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>82,155</td>
</tr>
<tr>
<td>of which overheads</td>
<td>5,014</td>
</tr>
</tbody>
</table>
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
- Essential household items
  - 5,025 beneficiaries
- Productive inputs
  - 12,353 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

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>IN KCHF</th>
<th>EXPENDITURE</th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Appeals</td>
<td>245,952</td>
<td>TOTAL</td>
<td>230,649</td>
</tr>
<tr>
<td>Budget Extension Appeals</td>
<td>25,088</td>
<td>of which overheads</td>
<td>13,989</td>
</tr>
<tr>
<td>FINAL BUDGET</td>
<td>271,040</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
- Productive inputs: 50,916 beneficiaries
- Services and training: 45,779 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

FINANCE

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Appeals</td>
<td>134,719</td>
</tr>
<tr>
<td>Budget Extension Appeals</td>
<td>-</td>
</tr>
<tr>
<td>FINAL BUDGET</td>
<td>134,719</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>124,913</td>
</tr>
<tr>
<td>of which overheads</td>
<td>7,600</td>
</tr>
</tbody>
</table>
PROTECTION

RESTORING FAMILY LINKS

- RCMs collected: 403 from civilians, 154 from detainees
- RCMs distributed: 329 to civilians, 154 to 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
- 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
- Essential household items: 219,772 beneficiaries
- Productive inputs: 44,235 beneficiaries
- Cash: 29,609 beneficiaries
- Vouchers: 2,083 beneficiaries
- Services and training: 3,822 beneficiaries

HEALTH

- Health centres: 60 structures
- Physical rehabilitation: 2 projects
- Hospitals: 67 structures

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.

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

Yemen. Dialysis treatment for a young patient in Aden.

FINANCE

BUDGET

<table>
<thead>
<tr>
<th>Description</th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Appeals</td>
<td>498,866</td>
</tr>
<tr>
<td>Budget Extension Appeals</td>
<td>65,278</td>
</tr>
<tr>
<td><strong>FINAL BUDGET</strong></td>
<td><strong>564,144</strong></td>
</tr>
</tbody>
</table>

EXPENDITURE

<table>
<thead>
<tr>
<th>Description</th>
<th>IN KCHF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>522,405</strong></td>
</tr>
<tr>
<td>of which overheads</td>
<td><strong>31,862</strong></td>
</tr>
</tbody>
</table>
PROTECTION

RESTORING FAMILY LINKS

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

- RCMs distributed
  - 8,884 to civilians
  - 3,697 to 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
2,342 tracing cases closed positively
10 people reunited with their families, 8 of whom were unaccompanied/separated minors

VISITS TO DETAINES

- 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

- Essential household items
  - 3,200,306 beneficiaries

- Productive inputs
  - 346,777 beneficiaries

- Cash
  - 136,263 beneficiaries

- Vouchers
  - 91,084 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

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

TOP 15
69% of the total field expenditure
FINANCE

COMPARATIVE DATA: 2013–2017

BUDGET AND EXPENDITURE

CONTRIBUTIONS BY SOURCE

EARMARKING
BUDGET AND EXPENDITURE

EVOLUTION OF THE ICRC’S TOTAL BUDGET AND EXPENDITURE 2013–2017

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\(^2\) for the past five years is around 92%.

![Implementation Rate Chart]

**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.

![Contributions by Source Chart]

---

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.

<table>
<thead>
<tr>
<th>LEVEL OF EARMARKING</th>
<th>RANGE/RESTRICTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>general ICRC; ICRC field or headquarters budget</td>
</tr>
</tbody>
</table>
| Region/Programme    | ▶ one of the five geographical regions: Africa, Americas, Asia and the Pacific, Europe and Central Asia, Near and Middle East  
▶ one of the four programmes: Protection, Assistance, Prevention, Cooperation  
▶ one of the four programmes for one of the five geographical regions |
| Country             | one of the ICRC’s field operations |
| Tightly earmarked   | 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.
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.