

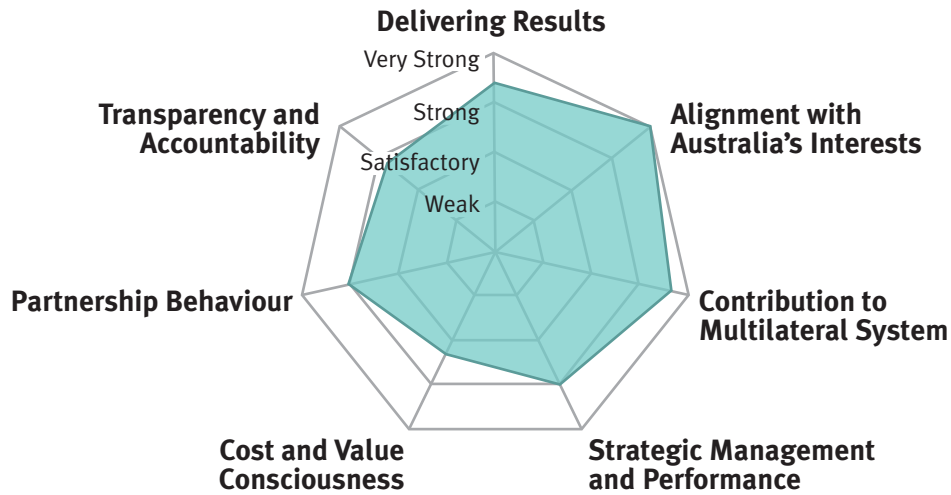


Australian Multilateral Assessment March 2012

International Committee of the Red Cross (ICRC)



OVERVIEW OF ORGANISATION RATINGS



ORGANISATION OVERVIEW

The International Committee of the Red Cross (ICRC) is a humanitarian organisation whose unique mandate is to protect the lives and dignity of victims of armed conflict and of other situations of violence and to provide them with assistance. ICRC works in accordance particularly with the humanitarian principles of impartiality, neutrality and independence. ICRC is the guardian of the Geneva Conventions and their Additional Protocols and Statutes.

ICRC is a private organisation under Swiss Law, and is governed by an Assembly, an Assembly Council and a Directorate. The Assembly has between 15 and 25 members whose role is to establish ICRC's general policy, general objectives and institutional strategy, approve the budget and accounts and monitor its activities. ICRC's total expenditure in 2010 was US\$1.08 billion.

ICRC is an important partner in Australia's humanitarian aid program. Australia is a member of the ICRC Donor Support Group (DSG). Australia views this as a very useful

forum to influence ICRC’s policy and strategy. In 2010, Australia provided more than \$33 million to ICRC, making it ICRC’s ninth largest donor. In 2010–11, Australia contributed \$40.0 million to ICRC, including \$18.0 million of voluntary core contributions and \$22.0 million in non-core funding.

RESULTS AND RELEVANCE	
1. Delivering results on poverty and sustainable development in line with mandate	STRONG

ICRC uses its unique position and mandate to effectively operate in situations of conflict. It is often the only humanitarian organisation able to access vulnerable populations.

ICRC contributes to the Millennium Development Goals indirectly through its programs of assistance to individuals and communities. It also manages health programs, which target vulnerable communities and individuals, particularly women and girls. In 2010, ICRC provided health treatment to 5.2 million people and passed more than 305 000 messages between members of families separated as a result of armed conflict, disturbances or tensions.

ICRC implements results-based management through all its programs, although not in a standard way across all programs. Standard reporting already provides worldwide outcome indicators by program, but ICRC is strengthening its results-based monitoring and reporting by moving from a narrative reporting approach to one based more specifically on documented evidence of results. ICRC is introducing measures to collect higher level indicators, which should improve its capacity to report on organisation-wide results.

ICRC works effectively in many low income countries and among communities most affected by poverty and the consequences of conflict. It has developed a strong track record of effectively targeting people in need and delivering efficient operations in these contexts.

a) Demonstrates development or humanitarian results consistent with mandate	VERY STRONG
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In its annual reporting, ICRC is able to demonstrate significant achievements and results against its core areas of focus. Reporting is primarily quantitative, relating to inputs, such as deliverables or services provided. For example, in 2010, ICRC provided economic assistance to 4.9 million people, provided health treatment to 5.2 million people and distributed over 150 000 messages to members of families separated as a result of armed conflict, disturbances or tensions.

The ICRC Annual Report provides detailed information regarding achievements made against objectives, plans of action and indicators described in yearly appeals. ICRC has an annual internal Planning for Results process that includes:

- > country and political analyses
- > the problems faced by target populations, their causes and magnitude

- > the results of conducted operations
- > analysis of the needs of people by target populations, and
- > and the desired future situation.

b) Plays critical role in improving aid effectiveness through results monitoring	SATISFACTORY
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ICRC implements results-based management through all its programs but not in a standard way across all programs. It is translated into the organisation’s internal yearly Planning for Results process. The approach is moving away from a narrative reporting approach to one based more specifically on documented evidence of results.

ICRC acknowledges that it is not yet able to report on the performance of its entire portfolio, across the organisation, worldwide at a macro-level in results terms. However, it is addressing this issue and working towards this goal. It provides worldwide outcome indicators by program through its standard reporting.

ICRC has developed a results framework to report performance at international and country-levels. For each country of operation, objectives and plans of action with result indicators are set yearly for each of the target populations (see above) in all four areas covered by its programs (protection, assistance, prevention and cooperation). Targets and indicators are developed relevant to the country situation and ICRC’s capacity. These are identified to donors in yearly appeals and extensions appeals. ICRC reports (mid-term and annual reports) include quantitative and qualitative results at outputs and outcome levels, against these targets and indicators.

c) Where relevant, targets the poorest people and in areas where progress against the MDGs is lagging	VERY STRONG
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ICRC serves its mandate to ensure protection and assistance for victims of conflict as paramount. In this context, poverty reduction is not its primary objective. However, ICRC contributes to achievement of the MDGs and poverty reduction through delivery of humanitarian assistance for people and communities in conflict situations, where basic services are often absent.

ICRC’s humanitarian assistance is generally oriented to the chronically poor, to vulnerable populations living in fragile and conflict-affected countries where progress on the MDGs has been slowest. ICRC’s assistance, and its advocacy on the protection of civilians under international humanitarian law further protects communities, reduces their vulnerability, protects their assets and livelihoods and prevents them from falling into deeper poverty.

2. Alignment with Australia’s aid priorities and national interests	VERY STRONG
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As an impartial, neutral and independent organisation, ICRC’s humanitarian mission is of fundamental importance to Australia. Its role in protecting lives and the dignity of people in conflict and crisis is closely aligned to Australian concerns and priorities.

ICRC’s work aligns strongly with the Australian aid program’s strategic goals of saving lives and humanitarian and disaster response.

ICRC has strong and effective policies and practice for crosscutting issues, most notably gender and disability.

ICRC has used its neutrality, impartiality and independence to build a long, impressive track record of working effectively in conflict-affected and fragile states. It maintains a strong presence in many areas where government has effectively disappeared and where other humanitarian actors are unable to work. ICRC’s unparalleled access in some of the most fragile countries, together with its ability to deliver under difficult circumstances, make it a trusted partner of many governments, including Australia.

a) Allocates resources and delivers results in support of, and responsive to, Australia’s development objectives	VERY STRONG
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As an impartial, neutral and independent organisation, ICRC’s humanitarian mission is of fundamental importance to Australia. Its role in protecting lives and the dignity of people in conflict and crisis is closely aligned to Australian concerns and priorities.

ICRC’s advocacy role to promote respect for international humanitarian law (IHL) and the right of all humanitarian actors to access and assist people affected by conflict is of great importance.

Partnership with ICRC also enables Australia to strengthen its cooperation and coordination with other humanitarian actors, particularly members of the Red Cross and Red Crescent movement in the Asia-Pacific Region, Middle East and Africa regions, and in areas outside the immediate focus of the Australian bilateral aid program.

Other areas of common concern are respect for international humanitarian law and respect for humanitarian principles in the delivery of humanitarian assistance. ICRC actively contributes to international discussion on the new global challenges to international humanitarian law. ICRC provides independent and neutral support to efforts to strengthen a country’s capacity to respect and promote international humanitarian law and to strengthen legal frameworks needed to end impunity for violations of international humanitarian law. ICRC can promote changes in these areas that are difficult for national governments to pursue.

b) Effectively targets development concerns and promotes issues consistent with Australian priorities	VERY STRONG
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ICRC’s work aligns strongly with the Australian aid program’s strategic goals of saving lives and humanitarian and disaster response.

ICRC is an important partner in Australia’s humanitarian aid program because of its unique role in situations of armed conflict where its delivery of protection and assistance prevents or mitigates some of the worst impacts of armed conflict on civilians. Armed conflict has an extremely high impact on development and on the ability of countries to realise the millennium development goals.

Australia is a member of the ICRC Donor Support Group through which Australia engages with ICRC on issues of shared concern and provides views on its strategic direction.

c) Focuses on crosscutting issues, particularly gender, environment and people with disabilities	VERY STRONG
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ICRC has strong gender policies and guidelines in place across the portfolio. In addition to policies and guidelines on working with women and children, it has more specific guidelines on supporting women in conflict, women in detention, and women’s access to health care and food. ICRC provides training on gender equality for staff to ensure good practice is maintained and replicated.

Within the organisation ICRC has also placed gender equality high on its management priorities. A gender equality policy was approved in 2006 and targets have been set in order to ensure a mix of women and men at all levels of the organisation by specific years (30 per cent by 2011 and 40 per cent minimum by 2016). Good progress has been made towards gender equality in the composition of the governing bodies and consultative groups.

The Strategic Plan 2011–2014 identifies the environment as a challenge for ICRC’s work. It has given careful attention to the implications for its work of issues such as climate change, environmental degradation, natural disasters and urbanisation. ICRC has developed a framework for environmental management in assistance programs, which defines different types of environmental issues in armed conflicts. ICRC undertakes internal research on its operations to take into account and to mitigate environmental degradation that may result from its presence and humanitarian activities. Furthermore, a document called *Framework for sustainable development at the ICRC* was adopted by the Directorate in September 2011 to find the best possible balance between environmental, social and economic aspects which are the three dimensions of sustainable development.

ICRC has a strong focus on disability. It provides physical rehabilitation services to enable people to reintegrate into society. ICRC supports people with disabilities in 28 countries through 89 projects. ICRC assists physical rehabilitation centres and provides orthotics and prosthetics, physiotherapy and mobility aids. ICRC is also supporting access for disabled people to services, jobs and schools (for example, in Afghanistan).

The ICRC Special Fund for the Disabled (SFD) supports people with disabilities in 27 countries through 59 projects. A mid-term review of Australia’s support to the fund to provide rehabilitation services for persons with disabilities in Vietnam has showed significant impact from this work.

d) Performs effectively in fragile states	VERY STRONG
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ICRC operates in a high number of fragile states that are affected by armed conflict. ICRC has clear and effective policies in place to enable its work to proceed effectively in such situations, using its local networks and partners to implement a range of programs. In 2010, its ten largest country operations were in conflict-affected, unstable or fragile states.

ICRC maintains a strong presence in many areas where state machinery has effectively disappeared and where other humanitarian actors are unable to work. ICRC’s unparalleled access in some of the most fragile countries, together with its ability to deliver under difficult circumstances, makes it an important and trusted partner of many governments, including Australia.

Because of its unique mandate to protect and assist victims of armed conflict, ICRC plays a critical role in the delivery of humanitarian objectives. By addressing basic needs, protecting rights, tracing missing persons and disseminating international humanitarian law, it contributes to conflict prevention and resolution. ICRC ensures that all new personnel participate in a three-week training course before going to the field, covering all aspects of ICRC’s mandate, work, security guidelines, and cultural sensitivity.

3. Contribution to the wider multilateral development system	VERY STRONG
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ICRC has the specific mandate of guardian of the Geneva Conventions.

Through its analysis, research and advocacy work, ICRC plays a leading role in global dialogue and discussion on international humanitarian law.

The ICRC-managed international humanitarian law database is easily available online and provides states and other stakeholders with a comprehensive source of information on international humanitarian law and principles. This is a significant contribution to the humanitarian agenda and the international legal framework. Regionally based legal advisors provide support to the development of relevant law through National international humanitarian law committees.

At country-level, ICRC is effective in supporting the work of host national societies and movement members, strengthening the capacity of national societies and convening international assistance to address emergencies and conflicts and to understand emerging challenges. While independent of the United Nations (UN) system it collaborates well with UN agencies working in the cluster system.

a) Plays a critical role at global or national level in coordinating development or humanitarian efforts	STRONG
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ICRC is the guardian of the Geneva Conventions and its Additional Protocols. It has responsibility for recognising national societies into the Red Cross/Red Crescent Movement. Under the Seville Agreement it acts as lead agency for international relief operations conducted by the Movement in situations of international and non-international armed conflict, or internal strife. It supports National Societies by strengthening their capacity to provide services in key areas.

ICRC has been highly influential in shaping the debate on key international humanitarian law (IHL) issues. Recent examples include the regulation of private military and security companies, detainee management, and responses to the humanitarian hazard of anti-personnel mines and cluster munitions. It has developed a manual to support implementation of international humanitarian law and provides an advisory service to assist civilian and military authorities implement IHL. ICRC also equips national societies through support and materials to undertake education and outreach programs with local communities on IHL issues.

ICRC has taken a lead in stimulating international discussion on the challenges facing parties to the Geneva Conventions and their Additional Protocols and the need to adapt IHL to current realities.

The international humanitarian system places an emphasis on UN leadership and coordination. One of the critical challenges facing ICRC is how it can cooperate with the UN system while retaining its impartiality, neutrality and independence. ICRC is not a member of the cluster approach and is not in the Conventions and its Additional Protocols system of the UN. However, it has shown a willingness to collaborate with UN agencies and non-government organisations in the field and at the level of their headquarters. In certain thematic clusters, such as internally displaced persons, it works and collaborates with UNHCR. On water issues it collaborates with WHO and UNDP. In relation to the members of the International Red Cross and Red Crescent Movement, ICRC takes a lead role in all contexts in which the Movement enjoys a statutory responsibility to act (in situations of international and non-international armed conflicts, internal strife and their direct results) and in regard to all operations and areas that fall within ICRC's core competencies and responsibilities, such as conflict preparedness, the re-establishment of family links and actions or activities to limit the consequences of landmines, cluster munitions and other explosive remnants of war.

b) Plays a leading role in developing norms and standards or in providing large-scale finance or specialist expertise	VERY STRONG
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As a responsive organisation with a mandate to protect, assist and support victims of conflict violence wherever they are ICRC works in difficult, dangerous and complex situations. It has developed a sound and trusted reputation for assisting in areas or situations where other donors or organisations cannot venture. It thus occupies a unique and critical role in the international humanitarian system.

Its work in difficult or cutting-edge areas has been at the core of its credibility and reputation as an independent and trusted partner. Visiting prisoners of war and civilian internees, and providing tracing and communication services for detainees and families separated by war are both unique areas of work that cannot be effectively undertaken by any other organisation. Another specialised and distinct area of expertise is support and management of hospitals and surgeries for the war wounded and victims of unexploded ordnance. ICRC has responded to the needs of the victims of armed conflicts and other forms of armed violence in the most timely and effective ways possible, given the circumstances of the individual situation, and has led to improved reporting on humanitarian aid effectiveness at country-level. In addition, ICRC's work on human rights and international humanitarian law has lasting systemic impact on the countries it partners with.

ICRC plays an important advocacy role in promoting respect for international humanitarian law.

c) Fills a policy or knowledge gap or develops innovative approaches

VERY STRONG

ICRC has filled a gap in dissemination of information on international humanitarian law and promotes international discussion on its principles and practices to meet contemporary situations. ICRC has drawn on its extensive experience to develop a manual on implementing IHL. This assists policy makers, legislators and other stakeholders in implementing IHL instruments. It also actively promotes debate and discussion on international humanitarian law and related issues through the International Review of the Red Cross. This quarterly publication, by ICRC and Cambridge University Press, provides a forum for debate on international humanitarian law and humanitarian action and policy during armed conflict and other situations of violence. The publication is directed to governments, international organisations, universities, the media and all those interested in humanitarian issues at large. It is a reputable and important vehicle for discussion of these issues.

ICRC has made access to reliable and authoritative sources of information on IHL available through its IHL database. The database contains hundreds of treaties, commentaries on the four Geneva Conventions and the two Additional Protocols, and updates on signatures, ratifications, accessions and successions as well as the full texts of reservations, declarations and objections made by the States with respect to international humanitarian law treaties.

ORGANISATIONAL BEHAVIOUR

4. Strategic management and performance

STRONG

ICRC's strategy is clear and aligned closely with its mandate.

ICRC's governing bodies function effectively in their role of informing and directing the organisation on institutional strategy, policy, general objectives and decisions.

ICRC has improved its approach to monitoring and performance reporting and its current reporting framework provides comprehensive, detailed information on inputs, outputs and outcomes over time. It is introducing measures to strengthen its results-based management and collect higher level indicators, which should enhance its ability to use performance information more systematically when making decisions.

Leadership is strong and management practices sound, meeting international standards for good human resource management principles. Staff are supported through training and career development, have access to their personnel information and are supported with health and security services.

a) Has clear mandate, strategy and plans effectively implemented

STRONG

The ICRC strategy for 2011–2014 has a clear line of sight to the organisation's mission. ICRC has identified four broad strategic orientations. These are translated into specific objectives with indicators in the yearly headquarters appeal. Reporting against these, with results, is provided in the annual report.

ICRC management framework includes a yearly planning for results process. For each country of operations, objectives and plans of action with result indicators are set yearly for each of the target populations in all four areas covered by its programs. The required skills and competencies are identified and the necessary budgetary resources are defined. However, there are always unforeseen events and ICRC has systems in place, through midterm reports, extension appeals or renewed appeals to generate additional funds. In emergencies, fund advances are provided from un-earmarked accounts and budget extensions are available.

In 2010, ICRC's operational flexibility was enhanced by the fact that a number of governments provided advance information on the level of funding and either did not earmark their contributions or did so in a relatively broad fashion (mostly by geographical region). ICRC has raised its concerns about the increasing degree of donor earmarking as this reduces its ability to respond flexibly and rapidly to situations, and is often accompanied by rigorous implementation timetables and specific reporting requirements.

b) Governing body is effective in guiding management	STRONG
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ICRC’s governing bodies function effectively in their role of informing and directing the organisation on institutional strategy, policy, general objectives and decisions.

The governing bodies of the ICRC have overall responsibility for institutional policy, strategy and decisions, oversee all headquarters and field activities and approve objectives and budgets. They are assisted in monitoring implementation by a Control Commission and the internal and external auditors. There is regular and active engagement with the Secretariat of the International Federation and through the broad consultative mechanisms across the ICRC/IFCR and its Movement partners there are routine processes for governing bodies to inform and direct the organisation.

Donors such as Australia can influence the directions of ICRC operations through participation in annual meetings of the ICRC Donor Support Group. The group discusses operational, thematic or managerial-related issues involving the ICRC. A Council of Delegates meets every two years to discuss issues of common humanitarian concern to all the components of the Movement.

c) Has a sound framework for monitoring and evaluation, and acts promptly to realign or amend programs not delivering results	SATISFACTORY
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ICRC has improved its approach to monitoring and performance reporting. Its current reporting framework provides comprehensive, detailed information on inputs, outputs and outcomes over time. However, ICRC recognises the need to further improve its monitoring and evaluation system to enable it to use higher level indicators and reporting on the performance of its entire portfolio—across the organisation, worldwide at macro-level—to enhance its ability to use performance information more systematically when making decisions. It is addressing this issue and working towards this goal.

ICRC is reviewing its approach to monitoring and evaluation as part of the shift to a results-based management approach. It established a new Project Management Office in 2010 to revise and streamline project management practices. This office has developed a procedure for project self-evaluation, which should support project managers in assessing project progress and identifying areas for improvement or revision. ICRC’s planning and monitoring tool, the Planning for Results Framework, is a good basis for improvements because it is structured according to population groups based on international humanitarian law.

Through standard reporting, ICRC provides worldwide outcome indicators by program. ICRC is seeking to implement appropriate indicators to facilitate the measurement of outputs, outcomes and impact of interventions at macro-levels.

d) Leadership is effective and human resources are well managed	VERY STRONG
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ICRC's leadership is strong and its human resource management practices are sound.

In 2010, ICRC successfully made the transition to a new Director General who quickly identified a number of priority areas on which the organisation needed to adjust its management practices. The new Director General was active in coordinating the review of internal working practices to improve functions.

ICRC has good human resources management policies and practices. It provides regular and innovative training to improve skills and to ensure that staff members are in positions which fully utilise their expertise. ICRC has a Career Assessment Commission for managers and each management position is supported by a general job description to help identify the skills required. Training for middle and senior managers is conducted regularly with the aim of helping managers to improve coaching and mentoring as major conditions for effective work-based learning.

5. Cost and value consciousness	SATISFACTORY
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ICRC's governing bodies regularly scrutinise its operations and budget and provide feedback on efficiencies and cost savings. It has undertaken reviews of procurement and logistic procedures and introduced measures to reduce transaction costs and streamline operational management for field officers.

Cost effectiveness factors do not feature explicitly in ICRC's planning documentation and is not a prime factor in operational decision making. However, the ratio of operational costs to support costs is closely monitored by the Directorate and the need for appropriate levels of administrative costs is consistently included in dialogue between the Directorate and operations.

ICRC works with national Red Cross/Red Crescent societies on project quality management and also has a good set of procurement principles that take into account cost and value considerations.

a) Governing body and management regularly scrutinise costs and assess value for money	STRONG
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ICRC is a private organisation. It has an independent governance structure with a strong management focus on improving efficiency and reducing costs. For example, a response to a review in 2010 led to the introduction of data software to track and link contributions and goods distributed via the logistics supply chain. In 2010, a new system was introduced to build a common business and technical solution for the processing of financial and logistical data with a view to improving financial management, internal control and the efficiency of the logistics supply chain in the field and at headquarters.

b) Rates of return and cost effectiveness are important factors in decision making	SATISFACTORY
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There is limited evidence available regarding the extent to which cost effectiveness is a factor in planning and program decisions. However, ICRC did provide examples—such as monitoring of operational ratio versus support cost—where the organisation does consider cost effectiveness.

c) Challenges and supports partners to think about value for money	SATISFACTORY
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ICRC implements its projects through its network of field offices and in collaboration with national societies as primary partners. ICRC works to mitigate risk from currency exchange volatility to protect ICRC projects and donors. ICRC also reviews its cooperation with national societies to reduce risks and improve transparency and reporting. A comprehensive institutional information strategy and technology is under construction to improve information management. The current review of planning and monitoring concepts and tools is also designed to improve value for money. A consolidated and improved data warehouse for reporting will enable better monitoring of local costs.

6. Partnership behaviour	STRONG
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ICRC has strong and effective relations with the International Federation of the Red Cross and national societies. Generally, it depends on its national societies to implement programs and provide assistance. ICRC therefore relies on the structure of its national societies to coordinate with the national government.

Alignment with government systems and structures is not always possible or appropriate given ICRC’s mandate. Nevertheless, its approach to program planning is consultative and carefully related to priorities and needs across ICRC partner countries.

ICRC often works with communities or groups outside the ambit of formal government systems or those suffering because of national events. It has in place effective ways to gather feedback from partners and beneficiaries.

In the arena of international humanitarian law, ICRC is very effective in collaborating with a diverse range of organisations and stakeholders.

a) Works effectively in partnership with others	STRONG
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ICRC has a strong international network of partners with whom it collaborates effectively. This includes international and regional organisations (such as the Commonwealth, and the League of Arab States), international NGOs, the UN system, and National Societies with the Movement. A unique and successful element in ICRC’s partnership strategy is its relationship with national armed forces. For example, in 2010 ICRC delegates provided advice to the military in 160 countries on implementation of international humanitarian law and international human rights law.

The provision of technical advice on international humanitarian law to promote accession to treaties and the implementation of domestic legislation is a fundamental element of ICRC's relations with partners. It supports partners effectively in this role.

On the issue of protection, ICRC is sensitive and cautious in how it engages with UN agencies in order to ensure that its identity and that of the National Societies does not risk becoming blurred through overly close collaboration.

b) Places value on alignment with partner countries' priorities and systems	SATISFACTORY
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ICRC works primarily through its Movement partners in order to ensure a concerted, rapid and rational humanitarian response. It operates as a neutral and independent organisation and therefore prefers to work separately from government or donor channels. Alignment with government systems and structures is not always possible or appropriate given ICRC's mandate.

Given the nature of their work, however, the national partners have developed close and extensive networks with government and other stakeholders on the ground. ICRC provides capacity building to the national partners and collaborates with each National Society to implement its own development plans, respecting their working methods and local customs.

ICRC thinks carefully about exit strategies where appropriate, and its close relationship with IFRC and National Societies often ensures that there is a continued Red Cross/Red Crescent presence even after the initial humanitarian emergency has passed.

ICRC supports governments directly in its work on strengthening international humanitarian law. The Advisory Service on international humanitarian law is designed to supplement government's own resources by raising awareness of needs and by providing governments with specialist advice.

c) Provides voice for partners and other stakeholders in decision making	VERY STRONG
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ICRC maintains an ongoing dialogue with stakeholders in the field to ensure its programs are relevant and respond to the needs identified by the country teams. ICRC's reputation as a trusted and independent player supports its ability to access views from civil society and beneficiary voices.

ICRC is a full and active member on the steering committee of the Active Learning Network on Accountability and Performance (ALNAP), which aims to contribute to improved performance in the humanitarian sector, through processes of learning and accountability. As a member of the Steering Committee for Humanitarian Response, ICRC participated in a 2008 peer review process on accountability to disaster affected people.

An example of good practice is the fact that ICRC uses elements from its staff Code of Conduct and the Red Cross Principles in annual staff reviews. Included are: respect for others (victims, staff, outside contacts); sensitivity to cultural, social and religious environment; and respect for local standards of conduct.

7. Transparency and accountability**STRONG**

ICRC publishes an extensive amount of information on its programs and analyses and reports on country situations on a range of issues relating to its mandate and concerns. Where legal arrangements allow, it provides donors with additional access to confidential or sensitive material, with suitable protections in place.

ICRC's budget allocation process is constrained by unpredictability and earmarking of funding, which inhibits its ability to plan its resources allocation closely in line with its outlined priorities and needs.

As a Swiss-registered organisation, ICRC must comply with high standards of financial and legal accountability. It maintains effective review and budget management systems to meet these standards.

ICRC has a strong policy position against fraud, setting a zero tolerance. It routinely undertakes risk and compliance audits of its operations.

ICRC has agreements in place with their national societies that provide appropriate assurance over use of funds.

a) Routinely publishes comprehensive operational information, subject to justifiable confidentiality**STRONG**

ICRC has an open and transparent approach to publications and provides a wide range of information about its work, the work of its Movement partners, and related issues on its website. It publishes an extensive amount of information on its programs and analyses and reports on country situations on a range of issues relating to its mandate and concerns. Where legal arrangements allow, it provides donors with additional access to confidential or sensitive material, with suitable protections in place.

ICRC has a strong tradition of respect for the principle of confidentiality, enabling the ICRC to help people affected by insecurity, violence and armed conflict. It allows ICRC to build trust, communicate and influence change.

In July 2010, ICRC set up a new department for communication and information management. It developed a range of communication strategies and tools to convey key messages relating to its mandate. Priority is given to promoting the principles of international humanitarian law.

In its 27 July 1999 decision in Prosecutor v. Simic, the International Criminal Tribunal for the former Yugoslavia held that ICRC has a customary international law right of non-disclosure of confidential information. Rule 73 of the Rules of Procedure and Evidence of the International Criminal Court provides that ICRC confidential information shall be treated as privileged, and thus not subject to disclosure, unless ICRC consents to disclosure or the information is public. Rule 73 also provides for the International Criminal Court and ICRC to consult in circumstances where the Court regards ICRC information as being 'of great importance to a particular case'.

The ICRC donor site is a password-protected extranet site on which all documents issued by the ICRC's External Resources Division are posted. It gives donors, in particular to members of the Donor Support Group, immediate access to ICRC reports and other funding-related documents.

b) Is transparent in resource allocation, budget management and operational planning

SATISFACTORY

ICRC implements its programs according to needs, but predictability of funding is a constraint on resource allocation and operational planning. The 2010 Annual Report reiterated the importance of remaining flexible in its funding policies to maintain ICRC's independent and rapid response capacity. ICRC has noted an increase in the number of specific requests from donors for tighter earmarking and for ad hoc reports. It has attempted to meet these requests but makes a strong argument that it needs to maintain a high degree of flexibility in its project management in order to continue to meet the needs of people.

ICRC keeps donors informed of forward requirements and reports on disbursements in a timely and transparent manner. Budget appeals are initiated just prior to the budget year and during the course of a year donors receive information about budget extensions through additional appeals or for special needs from contingency funds. Extensions are launched in response to unforeseen events or humanitarian disasters or the resurgence of hostilities. ICRC provides full details of its budget, for specific events and for general/ ongoing operations, and provides details on contributions from all donors, both cash received and in-kind services.

c) Adheres to high standards of financial management, audit, risk management and fraud prevention

VERY STRONG

ICRC has a very strong audit and compliance systems in place. Swiss Law governs ICRC so it has to meet the high standards for financial and fiduciary management (NAS980 standards). Two opinions are required for each external and internal audit. Audit partners are changed every five years so the relationship cannot be compromised. Donors also audit ICRC.

ICRC has strong fraud management practices, including a zero tolerance approach. Its fraud policy aims to ensure ICRC remains fully accountable to its donors and continues to comply with Swiss legislation and ICRC internal rules.

It has good fiduciary controls and financial management is very stringently scrutinised. Comprehensive financial statements and reports are made publically available. ICRC undertakes independent reviews of budgets and financial expenditures for each of the four geographic areas of operations.

In July 2010, the finance management department delivered a number of important reforms and changes to further strengthen financial oversight and audit functions. It included, for example, full implementation of a new fraud guiding principle and framework.

d) Promotes transparency and accountability in partners and recipients	SATISFACTORY
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ICRC has agreements in place with their national societies that provide appropriate assurance over use of funds.