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## Financing (Tables IV, V, VI)

In the course of 1985, the ICRC produced a document showing the projection over a number of years of the foreseeable development of its permanent activities under the mandate conferred on it by the international community and the resulting economic implications. This document, entitled "The ICRC and its Future—a Five-Year Programme", was sent in November 1985 to all States party to the Geneva Conventions and to all National Red Cross and Red Crescent Societies. It should enable donors to plan their contributions to the ICRC for the next few years.

In this connection, a number of high-level missions were conducted during the year. The President, Vice-President, members of the Committee and other senior staff members from headquarters visited the United States, Latin America, the Gulf countries and various countries in Europe and Asia.

Following the resolution adopted by the Council of Europe (the text of which was published in the *International Review of the Red Cross* No. 251 of March-April 1986), intensive bilateral negotiations took place in Strasbourg and with the governments of member countries.

After these numerous approaches, several States have already increased their contributions to the regular budget for 1985 and 1986.

Beyond the European continent, similar missions have also been undertaken to the OAS and the OAU. The ICRC is

hoping that these regional organizations will lend their support by adopting a resolution similar to that of the Council of Europe.

Discussions with the Swiss Confederation resulted in the latter's decision to increase its contribution from 20 to 40 million francs as from 1986. For its part, the Republic and Canton of Geneva has for the first time voted a contribution of 500,000 Swiss francs in 1985.

As regards the special budgets, numerous fund-raising missions to governments and donor National Societies, as well as information provided to them on a regular basis, have greatly helped to bring in funds corresponding to the scale of operations in the field.

## Audit

The ICRC's account for 1985 were audited by the Fiduciaire Générale S.A., as certified by the letter on page 131 of this Report.

In addition, as in previous years, each account for the Specially Financed Operations was audited by the international firm of auditors, Peat Marwick and Mitchell.

The audit reports will be sent to donors in the course of 1986.

## Personnel

On 31 December 1985 staff at ICRC Geneva headquarters numbered 550. This figure included a high percentage of employees whose work was directly connected with operational activities and who therefore spent a large part of their time in the field.

Expatriate staff, in 36 delegations, totalled 550. In addition, there were more than 2,300 local employees, recruited by the various ICRC delegations.

In order to maintain the number of field personnel at full strength, and even to increase it by a few units, recruitment in Switzerland had to be stepped up, especially in the universities.

The duration of training courses for new delegates was extended. All personnel sent to the field, whether delegates or not, will henceforth participate in training programmes. When urgent departure leaves no time for the customary training, the use of programmed self-training modules enables the most pressing needs to be met.

Training programmes for heads of delegations were also expanded, stress being laid in 1985 on human and material resources management methods.

Finally, a revision of job classification and pay schemes has been undertaken by the ICRC with the assistance of external consultants so as to benefit by modern personnel management methods from 1987 on.