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FINANCE AND ADMINISTRATION

The Finance and Administration Department had 72 headquarters staff in four units: the Accounting and Treasury Division, the Division for Budgets and Field Management, the Buildings Service, and the Administrative Division (combining the mail, polycop, insurance and office supply services).

The Department has exercised maximum restraint in its staffing policy, with a 7% overall increase since 1984 despite a 137% expansion in the ICRC's activities over the same period, and the extra workload arising from the upsurge in field operations therefore affected all sectors.

The Accounting and Treasury Division had to deal with a greater volume of transactions and financial transfers of all kinds, while coping with increasingly complex financing and treasury problems, given the severe shortfall in funding for several operations.

The Division for Budgets and Field Management provided backing for field

operations by temporarily seconding several of its staff to new delegations opened practically overnight (mainly in connection with the Gulf conflict). The Division had to intensify its recruitment drive and train new delegation administrators, increasing the overall number of these specialized staff from 60 to 95 by the end of 1991. More systematic use of computers made it possible to forecast field expenditure with greater accuracy - an essential improvement in view of the growing financial risks the institution is forced to take.

The other sectors in the Department (the Administrative Division and its operational support services, together with the Buildings Service) also responded to the substantial increase in field activities, particularly those units responsible for mailing, insurance, the copying of documents, and office supplies. The Buildings Service also supervised the start of construction on a unit (useful surface 2,500 m²) to house the ICRC's technical services.

Comments on the Financial Tables

In 1991, ICRC activities in situations coming under the institution's mandate (they were more numerous and far-reaching than ever before) cost an unprecedented 721.6 million Swiss francs.

Although operational requirements fell in some countries, such as Nicaragua, El Salvador, Angola and Mozambique, the war in the Gulf, fighting in Somalia, the change of government in Ethiopia and, more recent-

ly, the conflict in Yugoslavia brought about heightened humanitarian needs.

The result was a 64% increase in activities with respect to 1990, and a number of very serious problems in terms of financing, manpower, logistics and all support services.

Donor support was remarkable, with income rising by 59% in comparison to 1990, from 451 to 717.8 million Swiss francs. This was nevertheless insufficient to cover all re-

EXPENDITURE AND CHARGES (including assistance in kind and services)	1991 (in millions of Swiss francs)	1990
Headquarters financial structure	115.5	98.8
Field financial structure	606.1	342.5
Total	721.6	441.3

quirements. The small gap between total income and total expenditure gives the impression that operations were almost fully funded. Unfortunately, however, donor governments provided the ICRC with resources in an uneven manner: it was relatively easy to find funds for certain high-profile situations (indeed they were sometimes overfunded, thus obliging the ICRC to carry forward the balance for use the following year), while other, less newsworthy operations ended the year with a total deficit of 54.2 million Swiss francs.

Never in its history has the institution been forced to take such major financial risks by advancing sums for operations before being assured that costs would be covered by the international community. The ICRC is bound by its mandate and cannot make its activities conditional on obtaining prior or simultaneous financing.

These disparities become strikingly clear when income is analyzed by geographical region.

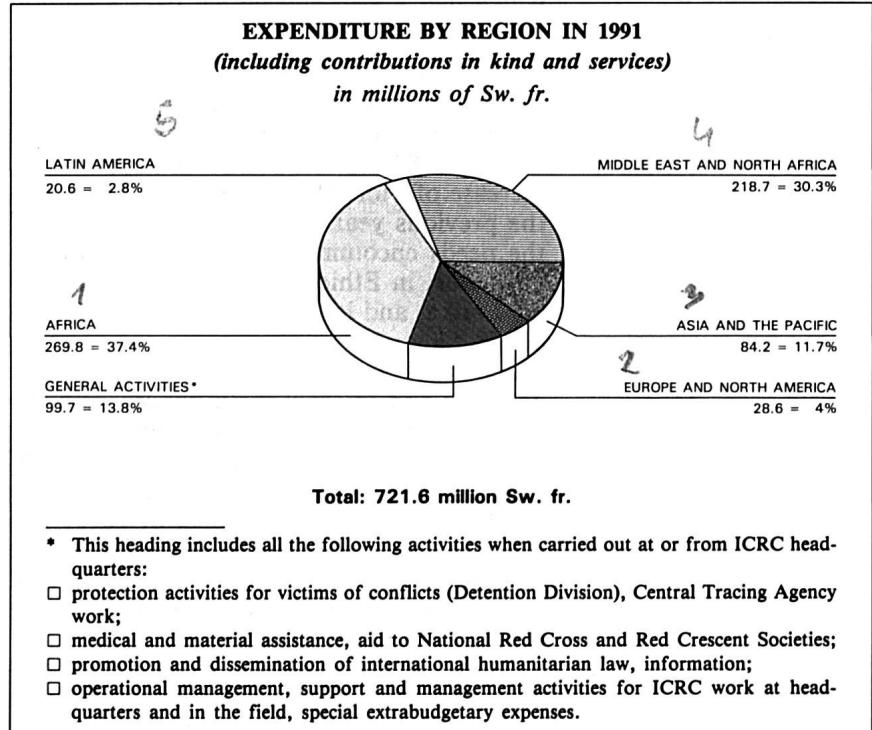
→ In the Middle East, operations during the Gulf war received broad donor support, whereas those in Lebanon, Iran and the territories occupied by Israel were 14.7 million Swiss francs in the red on 31 December 1991.

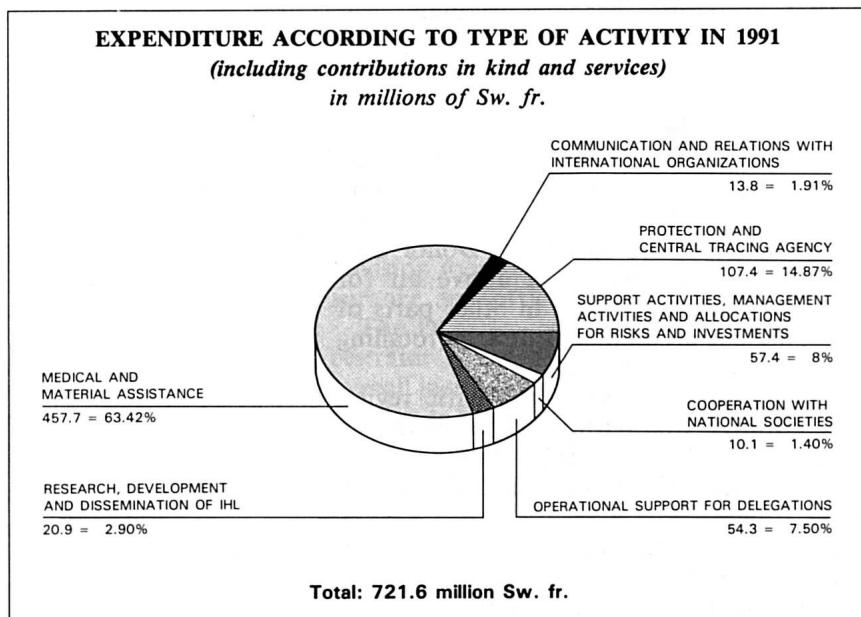
The same applied to Africa. Donor contributions were earmarked above all for Somalia, while operations in other parts of the continent accumulated deficits totalling 28.7 million Swiss francs.

The situation in the Asia/Pacific region was equally disturbing. Operations in Afghanistan, Cambodia/Thailand and Sri Lanka started 1992 with a deficit of 9 million Swiss francs.

Activities in Europe (Yugoslavia, Romania, Albania) and in Latin America received adequate funding. The only exception was Peru,

Volume
of activities
by geographical
region
(Figure 1)





Expenditure according to type of activity (Figure 2)

i.e. 14% more than the previous year. Having access to new theatres of operations (particularly the Gulf countries and the Balkans) meant that the ICRC had to step up efforts in those fields.

Support and management activities and forward funding, which are covered exclusively by the headquarters budget, came to 57.4 million Swiss francs. This represents an 11.2% increase since the previous year, essentially for costs incurred in recruitment, the training of field personnel, telecommunications and allocations to provisions for operational risks. These sectors clearly bore the brunt of the extra expenditure engendered by the Gulf conflict.

Although it was again possible last year to allocate a substantial sum to provisions for operational risks, thanks to the fact that the headquarters financial structure ended the year with a balance brought forward, the ICRC's overall financial position is still a matter for concern. The institution's own means, which are supposed to constitute a reserve for the risks inherent in its activities, have perforce become working capital to provide deficit financing for operations. To ensure that it can intervene rapidly and independently, the ICRC will have to raise sufficient funds in 1992 to cover the advances made during the previous year, as well as current costs.

which had a year-end deficit of 1.8 million Swiss francs.

Medical assistance (125 million Swiss francs) and **relief activities** (332.7 million) accounted for almost two thirds of the overall cost of ICRC operations in 1991. This is an increase of more than 100% with respect to the previous year and reflects the extent of the needs encountered in the course of the Gulf war, in Ethiopia, Somalia, Sudan and Sri Lanka, and in the context of the Afghan conflict.

Activities to protect the victims of armed conflicts and internal disturbances, and the work of the **Central Tracing Agency** totalled 107.4 million Swiss francs (almost 15% of ICRC work) as opposed to 92.3 million in 1990, i.e. an overall increment of 16%. The increase was much steeper, however, for the Middle East zone (+ 35%) and for central and eastern Europe (+ 68%), mainly because of the conflict in Yugoslavia.

Research work and the development and dissemination of international humanitarian law amounted to 20.9 million Swiss francs,

TABLE I

COMPARATIVE BALANCE SHEETS AS AT 31 DECEMBER 1991/1990

ASSETS (in Swiss francs)	1991 after allocation of income	1990 after allocation of income	LIABILITIES (in Swiss francs)	1991 after allocation of income	1990 after allocation of income
CASH			SHORT-TERM LIABILITIES		
– Cash, postal cheque account, bank deposits	10,202,297	4,501,646	– Accounts payable ● <i>Governments</i> ● <i>National Societies and various institutions</i> ● <i>Other</i> – Accrued liabilities	7,229,407 76,117 22,980,390 22,574,558	7,438,998 35,246 16,261,350 9,348,201
OTHER CURRENT ASSETS				52,860,472	33,083,795
– Securities	13,292,154	12,758,376	FUNDS FOR CURRENT OPERATIONS		
– Other investments	21,032,898	33,176,919	– Headquarters activities – Field activities	2,500,000 44,044,531	— 12,649,697
– Accounts receivable	5,601,379	3,502,035		46,544,531	12,649,697
● <i>National Societies and various institutions</i>	1,834,132	1,801,376			
● <i>Other</i>	55,654,589	33,114,527			
– Accruals and prepaid expenses	97,415,152	84,353,233	LONG-TERM LIABILITIES		
			– Building loans	10,200,000	10,450,000
ADVANCES TO DELEGATIONS	18,511,983	12,617,302	PROVISIONS		
FIXED ASSETS			– For operational risks – For staff commitments – For work in progress or to be undertaken	49,395,005 9,746,709	38,395,005 6,063,475
– Buildings	23,423,152	19,369,696		2,737,469	3,336,996
– Emergency relief supplies	2,210,764	1,641,619	FUNDS FOR INVESTMENTS		
– Furniture and other equipment	3,260,919	2,476,300	– For investments in real estate – For investments in movable property	16,652,263 8,500,793	16,501,365 8,315,466
	28,894,835	23,487,615		87,032,239	72,612,307
OPERATIONS WITH TEMPORARY DEFICIT FINANCING	54,230,473	15,947,609	CAPITAL RESERVE FUNDS		
			– Carried forward – Excess income – Attribution to general reserve	861,606 505,892 (1,250,000)	605,099 256,507
BALANCE SHEET TOTALS	209,254,740	140,907,405	– General reserve	117,498 12,500,000 12,617,498	861,606 11,250,000 12,111,606
FUNDS IN TRUST			BALANCE SHEET TOTALS	209,254,740	140,907,405
– Trust funds in bank	132,943	146,177	FUNDS IN TRUST		
GRAND TOTAL	209,387,683	141,053,582	– Creditors	132,943	146,177
			GRAND TOTAL	209,387,683	141,053,582

SUMMARY STATEMENT OF INCOME

EXPENDITURE (in Swiss francs)	IN CASH			CONTRIBUTIONS IN KIND AND/OR SERVICES
	HEADQUARTERS	FIELD	TOTAL	
SECRETARIAT OF THE ASSEMBLY AND THE EXECUTIVE BOARD	3,166,367		3,166,367	
MANAGEMENT CONTROLLER	606,938		606,938	
GENERAL DIRECTORATE				
— Communications	1,132,869		1,132,869	
— Finance and administration	14,637,838		14,637,838	
— Organization and information systems	13,086,699		13,086,699	
— Human resources	11,662,286		11,662,286	
— External resources	10,445,923		10,445,923	
	2,854,244		2,854,244	34,616
OPERATIONS	53,819,859		53,819,859	34,616
— Zones:	1,402,851		1,402,851	
<i>Europe and North America</i>	1,412,595	16,220,316	17,632,911	10,095,539
<i>Africa</i>	2,444,780	213,170,300	215,615,080	54,058,195
<i>Asia and the Pacific</i>	1,475,828	70,674,597	72,150,425	11,007,750
<i>Middle East and North Africa</i>	1,847,856	118,564,212	120,412,068	93,494,010
<i>Latin America</i>	874,063	18,655,530	19,529,593	732,153
— Central Tracing Agency	9,435,920		9,435,920	
— Detention	1,331,016		1,331,016	
— Medical	4,960,745		4,960,745	
— Relief	4,090,602		4,090,602	
— Relations with International Organizations	2,451,405		2,451,405	662,367
	31,727,661	437,284,955	469,012,616	170,050,014
PRINCIPLES, LAW AND RELATIONS WITH THE MOVEMENT				
— Dissemination and co-operation with the National Red Cross and Red Crescent Societies	3,665,666		3,665,666	
— Principles and relations with the Movement	1,963,913		1,963,913	
— Legal Division	1,556,443		1,556,443	
	2,493,649		2,493,649	
	9,679,671		9,679,671	
OTHER ACTIVITES				
Under ICRC auspices				
— International Tracing Service, Arolsen	216,409		216,409	
OTHER EXPENDITURE				
— Allocation to provisions for operational risks	11,000,000		11,000,000	
— Allocation to provisions for staff commitments	4,000,000		4,000,000	
— Use of provisions for work in progress	(900,000)		(900,000)	
— Allocation to the fund for investments in real estate	600,000		600,000	
— Adjustment for previous financial years	71,641		71,641	
— Other expenditure	828,628		828,628	
	15,600,269		15,600,269	
TOTAL EXPENDITURE	114,817,174	437,284,955	552,102,129	170,084,630
CARRY OVER				
— Programmes to be implemented as from 1992	2,500,000		2,500,000	
RESULT				
— Excess income over expenditure	505,892		505,892	
GRAND TOTAL	117,823,066	437,284,955	555,108,021	170,084,630*

AND EXPENDITURE/CHARGES IN 1991

TABLE II

INCOME (in Swiss francs)	IN CASH			CONTRIBU-TIONS IN KIND AND/OR SERVICES
	HEADQUARTERS	FIELD	TOTAL	
CONTRIBUTIONS				
— Governments	82,423,378	296,192,922	378,616,300	41,737,339
— Supranational organizations		79,770,353	79,770,353	18,043,699
— National Societies	4,207,841	34,918,000	39,125,841	109,591,459
— Public sources	3,337,000	560,522	3,897,522	
— Private sources				
<i>Support association</i>		391,000	391,000	
<i>Swiss companies</i>		206,321	206,321	
<i>Gifts and legacies</i>	750,000	7,375,205	8,125,205	
<i>Fund-raising campaign in Switzerland</i>		800,947	800,947	712,133
— Transfer of Swiss Government contribution	(5,000,000)	5,000,000		
	85,718,219	425,215,270	510,933,489	170,084,630
FINANCIAL INCOME				
	3,336,496		3,336,496	
TRANSFERRED FROM FIELD BUDGETS				
	26,688,720		26,688,720	
OTHER INCOME				
— Invoiced expenditures	536,848		536,848	
— Adjustment for previous financial years	276,381		276,381	
— Other income	1,266,402	5,316,457	6,582,859	
	2,079,631	5,316,457	7,396,088	
TOTAL INCOME				
CARRY OVER				
Excess expenses deducted from funds for specially financed operations		430,531,727	548,354,793	170,084,630
		6,753,228	6,753,228	
GRAND TOTAL	117,823,066	437,284,955	555,108,021	170,084,630*

* Of which Sw. fr. 696,983 for Headquarters activities and Sw. fr. 169,387,647 for field activities.

TABLE III

EXPENDITURE IN 1991 ACCORDING TO TYPE OF ACTIVITY

(including gifts in kind and services)

(in thousands of Swiss francs)

TYPE OF ACTIVITY		HEADQUARTERS BUDGET AND EXTRABUDGETARY EXPENSES	FIELD BUDGETS	TOTAL	%
1.	OPERATIONAL AND DIRECTLY RELATED ACTIVITIES				
1.1	PROTECTION ACTIVITIES AND COORDINATION OF OPERATIONS				
	EUROPE AND NORTH AMERICA	1,441	2,163	3,604	
	AFRICA	2,445	20,408	22,853	
	ASIA AND THE PACIFIC	1,585	18,910	20,495	
	MIDDLE EAST AND NORTH AFRICA	1,848	24,390	26,238	
	LATIN AMERICA	874	6,389	7,263	
	HEADQUARTERS	2,734		2,734	
1.2	CENTRAL TRACING AGENCY	10,927	72,260	83,187	11,52
	EUROPE AND NORTH AMERICA	1,970	325	2,295	
	AFRICA	782	3,558	4,340	
	ASIA AND THE PACIFIC	872	4,577	5,449	
	MIDDLE EAST AND NORTH AFRICA	3,653	5,513	9,166	
	LATIN AMERICA	297	628	925	
	HEADQUARTERS	2,042		2,042	
1.3	RELATIONS WITH INTERNATIONAL ORGANIZATIONS	9,616	14,601	24,217	3,35
1.4	MEDICAL ACTIVITIES	2,132		2,132	0,30
	EUROPE AND NORTH AMERICA				
	AFRICA				
	ASIA AND THE PACIFIC				
	MIDDLE EAST AND NORTH AFRICA				
	LATIN AMERICA				
	HEADQUARTERS				
1.5	RELIEF ACTIVITIES	4,961	119,343	124,304	17,21
	EUROPE AND NORTH AMERICA				
	AFRICA				
	ASIA AND THE PACIFIC				
	MIDDLE EAST AND NORTH AFRICA				
	LATIN AMERICA				
	HEADQUARTERS				
1.6	COOPERATION WITH THE NATIONAL RED CROSS AND RED CRESCENT SOCIETIES	4,768	329,184	333,952	46,24
	EUROPE AND NORTH AMERICA				
	AFRICA				
	ASIA AND THE PACIFIC				
	MIDDLE EAST AND NORTH AFRICA				
	LATIN AMERICA				
	Carry forward	32,404	545,509	577,913	

TABLE III (cont'd)

EXPENDITURE IN 1991 ACCORDING TO TYPE OF ACTIVITY

(including gifts in kind and services)

(in thousands of Swiss francs)

TYPE OF ACTIVITY		HEADQUARTERS BUDGET AND EXTRABUDGETARY EXPENSES	FIELD BUDGETS	TOTAL	%
1.7	RESEARCH INTO AND DEVELOPMENT OF INTERNATIONAL HUMANITARIAN LAW	32,404	545,509	577,913	
1.8	DISSEMINATION OF INTERNATIONAL HUMANITARIAN LAW EUROPE AND NORTH AMERICA	6,398		6,398	0,89
	AFRICA		240	240	
	ASIA AND THE PACIFIC		2,761	2,761	
	MIDDLE EAST AND NORTH AFRICA		1,635	1,635	
	LATIN AMERICA		428	428	
	HEADQUARTERS		1,835	1,835	
		7,641		7,641	
1.9	COMMUNICATIONS	7,641	6,899	14,540	2,01
1.9		11,633		11,633	1,61
2.	OPERATIONAL SUPPORT FOR DELEGATIONS				
	EUROPE AND NORTH AMERICA		2,072	2,072	
	AFRICA		23,151	23,151	
	ASIA AND THE PACIFIC		12,255	12,255	
	MIDDLE EAST AND NORTH AFRICA		12,251	12,251	
	LATIN AMERICA		4,535	4,535	
			54,264	54,264	7,51
3.	SUPPORT ACTIVITIES				
3.1	GENERAL POLICY AND OPERATIONAL SUPPORT	3,328		3,328	
3.2	HUMAN RESOURCES: RECRUITMENT, TRAINING AND MANAGEMENT	10,472		10,472	
3.3	FUND-RAISING AND REPORTING TO DONORS	3,035		3,035	
3.4	ORGANIZATION, INFORMATION SYSTEMS, ARCHIVES AND TELECOMMUNICATIONS	11,662		11,662	
		28,497		28,497	3,95
4.	MANAGEMENT ACTIVITIES				
4.1	FINANCIAL MANAGEMENT	4,014		4,014	
4.2	AUDITING OF ACCOUNTS AND MANAGEMENT CONTROL	1,397		1,397	
4.3	GENERAL SERVICES	7,930		7,930	
		13,341		13,341	1,85
5.	ALLOCATIONS FOR RISKS AND INVESTMENTS				
5.1	ALLOCATION TO PROVISIONS FOR OPERATIONAL RISKS	11,000		11,000	
5.2	ALLOCATION TO PROVISIONS FOR STAFF COMMITMENTS	4,000		4,000	
5.3	DISSOLUTION OF PROVISIONS FOR WORK IN PROGRESS OR TO BE UNDERTAKEN	(900)		(900)	
5.4	ALLOCATION TO THE FUND FOR INVESTMENTS IN REAL ESTATE ...	600		600	
5.5	OTHER EXPENSES	900		900	
		15,600		15,600	2,16
	TOTAL FOR ALL ACTIVITIES	115,514	606,672	722,186	100,00

CONTRIBUTIONS IN 1991

Governments

TABLE IV

(in Swiss francs)

COUNTRY (in French alphabetical order)	HQ budget	Field budget	Total in cash	Contributions in kind and/or services
South Africa	80,875		80,875	
Algeria	147,750		147,750	
Germany (Federal Republic of)	1,049,400	12,939,066	13,988,466	14,577,141
Andorra	15,000		15,000	
Angola	21,750		21,750	
Saudi Arabia		862,000	862,000	
Argentina	37,165	242,453	279,618	
Australia	693,428	5,167,740	5,861,168	
Austria	378,000	1,996,000	2,374,000	
Bahamas	14,259		14,259	
Bahrain	153,992		153,992	
Barbados	2,844		2,844	
Belgium	841,833	2,113,715	2,955,548	
Bolivia	7,092		7,092	
Brazil	273,000		273,000	
Burundi	4,096		4,096	
Canada	1,447,380	17,770,498	19,217,878	
China	400,000		400,000	
Cyprus	30,000		30,000	
Colombia	116,195		116,195	
Korea (Republic of)	277,200		277,200	
Cuba	6,600		6,600	
Denmark	1,239,018	8,021,050	9,260,068	
Dominica	5,631		5,631	
Egypt	100,100		100,100	
United Arab Emirates	217,492		217,492	
Ecuador	5,335		5,335	
Spain	1,250,000	1,045,761	2,295,761	
United States of America	9,108,344	81,748,574	90,856,918	17,521,992
Finland	876,178	12,994,904	13,871,082	882,479
France	1,400,000	3,913,010	5,313,010	80,840
Greece	183,400		183,400	
Honduras	1,320		1,320	
Hungary	10,000		10,000	
India	17,765		17,765	
Indonesia	84,712		84,712	
Ireland	186,640	56,312	242,952	
Iceland	51,111		51,111	
Israel	76,800		76,800	
Italy	2,801,400	8,771,337	11,572,737	
Japan	1,200,000	19,089,500	20,289,500	

COUNTRY (in French alphabetical order)	HQ budget	Field budget	Total in cash	Contributions in kind and/or services
Jordan	66,641		66,641	
Lebanon	427		427	
Liechtenstein	110,000	200,000	310,000	
Luxembourg		2,738,769	2,738,769	
Madagascar	744		744	
Malaysia	29,694	119,835	149,529	
Maldives	1,229		1,229	
Malta	5,062	44,000	49,062	
Morocco	30,769		30,769	1,465,188
Mauritius	27,384		27,384	
Mexico	146,309		146,309	
Monaco	32,500		32,500	
Myanmar	17,400		17,400	
Nepal	3,000		3,000	
Nigeria	23,400		23,400	
Norway	653,837	8,795,797	9,449,634	
New Zealand	174,300	270,657	444,957	
Pakistan	12,660		12,660	
Panama	45,208		45,208	
Paraguay	28,800		28,800	
Netherlands*	708,481	8,757,768	9,466,249	
Philippines	70,700		70,700	
Portugal	175,000	174,262	349,262	
United Kingdom	1,143,720	32,071,769	33,215,489	1,981,367
Rwanda	16,675		16,675	
San Marino	15,000		15,000	
El Salvador	28,392		28,392	
Sao Tome and Principe	5,762		5,762	
Singapore	15,292		15,292	
Sri Lanka	4,590		4,590	
Senegal	25,786		25,786	
Sudan	2,556		2,556	
Sweden	1,900,000	39,369,444	41,269,444	
Switzerland	51,750,000	26,918,701	78,668,701	5,228,332
Czech and Slovak Federal Republic	100,000		100,000	
Thailand	38,028		38,028	
Togo	4,849		4,849	
Tonga	17,346		17,346	
Trinidad and Tobago	1,373		1,373	
Tunisia	15,000		15,000	
Turkey	70,621		70,621	
Venezuela	91,738		91,738	
Total from governments	82,423,378	296,192,922	378,616,300	41,737,339

* In addition to the contributions it made directly to the ICRC and through the National Society, the Netherlands government gave D. fl. 3,000,000 to the National Society to help victims of the Gulf war.

CONTRIBUTIONS IN 1991

TABLE IV (*cont'd*)

Supranational Organizations

(in Swiss francs)

	HQ budget	Field budget	Total in cash	Contributions in kind and/or services
EC food aid		47,026,959	47,026,959	9,497,701
EC emergency aid		32,302,394	32,302,394	
UN agencies		441,000	441,000	8,545,998
Total from supranational organizations		79,770,353	79,770,353	18,043,699

National Societies

COUNTRY (in French alphabetical order)				
South Africa	12,812		12,812	
Albania	1,000		1,000	
Algeria				1,607,017
Germany (Federal Republic of)	645,764	6,733,580	7,379,344	27,374,917
Australia	147,403	918,678	1,066,081	1,069,984
Austria	52,644	347,914	400,558	2,177,084
Bahamas	2,808		2,808	
Bahrain	7,092		7,092	
Bangladesh	3,510		3,510	
Belgium	66,682		66,682	1,784,654 ¹⁾
Brazil		26,200	26,200	
Botswana	1,404		1,404	81,178
Bulgaria	6,250		6,250	
Burundi	702		702	
Cameroon	2,166		2,166	
Canada	126,235	2,411,507	2,537,742	2,384,797 ²⁾
Cape Verde	702		702	
C.I.S.	90,000		90,000	20,000
Chile	8,423		8,423	
China	70,192		70,192	87,228
Colombia				74,000
Korea (Republic of)	60,660	247,200	307,860	
Costa Rica	1,470		1,470	
Denmark	69,993	131,550	201,543	6,897,811
Spain	182,761	485,222	667,983	816,935
United States of America	508,974	4,988,632	5,497,606	956,807
Ethiopia	8,423		8,423	
Fiji	2,106		2,106	
Finland	34,550	358,000	392,550	6,351,787

(1) Sw. fr. 1,167,190 of the contributions in cash and kind were financed by the Belgian government.

(2) Sw. fr. 1,682,852 of the contributions in cash and kind were financed by the Canadian government.

(3) Sw. fr. 22,000 of the contributions in cash and kind were financed by the New Zealand government.

(4) Sw. fr. 2,943,988 of the contributions in cash and kind were financed by the Netherlands government.

(5) Sw. fr. 702,130 of the contributions in cash and kind were financed by the United Kingdom government.

(6) Sw. fr. 10,601,987 of the contributions in cash and kind were financed by the Swedish government.

COUNTRY (in French alphabetical order)	HQ budget	Field budget	Total in cash	Contributions in kind and/or services
France	283,863		283,863	716,573
Ghana	3,535		3,535	
Greece		7,819	7,819	
Honduras	5,769		5,769	
Hungary	5,000	1,000	6,000	132,360
India		6,890	6,890	634,180
Indonesia	14,740	46,131	60,871	173,633
Iran	22,015		22,015	
Ireland	10,529	1,248,452	1,258,981	3,645,841
Iceland	13,000	208,990	221,990	756,967
Italy	160,300	29,859	190,159	405,337
Japan	591,056	3,069,431	3,660,487	1,233,355
Jordan	3,064		3,064	
Laos	27,400		27,400	
Lesotho		1,000		1,000
Lebanon				25,150
Libya	13,221		13,221	
Liechtenstein	14,038	460,000	474,038	
Luxembourg	24,567	208,800	233,367	150,817
Malaysia	7,019	88,854	95,873	
Morocco				1,766,551
Mauritius	702		702	
Monaco	15,442	35,000	50,442	12,600
Mozambique	691		691	
Nepal	1,000		1,000	
Nigeria	2,734		2,734	
Norway	54,250	1,531,750	1,586,000	4,342,902
New Zealand	30,182	78,614	108,796	554,981 ³⁾
Pakistan	7,721		7,721	
Paraguay	2,808		2,808	
Netherlands	125,989	615,232	741,221	8,493,595 ⁴⁾
Poland	25,269	88,433	113,702	68,000
Portugal	16,883	6,162	23,045	420,776
Qatar		3,000	3,000	
Romania	25,269		25,269	
United Kingdom	268,815	3,884,874	4,153,689	10,456,654 ⁵⁾
El Salvador	4,252		4,252	
Senegal	2,550		2,550	
Sierra Leone	1,732		1,732	
Sudan	1,488		1,488	
Sweden	143,893	1,034,226	1,178,119	14,296,252 ⁶⁾

CONTRIBUTIONS IN 1991

National Societies

TABLE IV (cont'd)

(in Swiss francs)

COUNTRY (in French alphabetical order)	HQ budget	Field budget	Total in cash	Contributions in kind and/or services
Switzerland	83,528		83,528	6,243,135
Suriname	691		691	
Syria	6,431		6,431	
Tanzania	345		345	
Czech and Slovak Federal Republic	8,000		8,000	457,314
Thailand	35,096		35,096	
Tunisia	1,996		1,996	
Turkey	20,000		20,000	
Uruguay	1,000		1,000	
Viet Nam	4,242		4,242	
Yemen				100,000
Various National Societies				1,736,847
Taipei		5,616,000	5,616,000	1,083,440
Total from National Societies	4,207,841	34,918,000	39,125,841	109,591,459

Public Sources

Agno, Commune of		2,000	2,000	
Bellinzona, Commune of	5,000		5,000	
Bernex, Commune of		30,000	30,000	
Bevaix, Commune of	5,000		5,000	
Celigny, Commune of	2,000		2,000	
Fribourg, Canton of	30,000		30,000	
Geneva, Canton of	3,000,000		3,000,000	
Geneva, City of	250,000		250,000	
Glarus, Canton of	10,000		10,000	
Klosters, Commune of		2,000	2,000	

	HQ budget	Field budget	Total in cash	Contributions in kind and/or services
Locarno, City of	10,000		10,000	
Lugano, City of	10,000		10,000	
Massagno, Commune of	10,000	10,000	20,000	
Obwald, Canton of	5,000		5,000	
St. Gallen, Canton of			130,000	130,000
Tokyo, City of			141,522	141,522
Vandoeuvres, Commune of			5,000	5,000
Vaud, Canton of			25,000	25,000
Zurich, Canton of			200,000	200,000
Zumikon, Commune of			15,000	15,000
Total from public sources	3,337,000		560,522	3,897,522

Private Sources

Support association		391,000	391,000	
Swiss companies		206,321	206,321	
Gifts and legacies	750,000	7,375,205	8,125,205	
Fund-raising campaign in Switzerland			800,947	800,947
Total from private sources	750,000	8,773,473	9,523,473	712,133
Transfer of Swiss government contribution	(5,000,000)	5,000,000		
GRAND TOTAL	85,718,219	425,215,270	510,933,489	170,084,630

MOVEMENT OF FUNDS FOR SPECIALLY FINANCED OPERATIONS IN 1991
(in Swiss francs)

SPECIALLY FINANCED OPERATIONS	FINANCIAL MOVEMENTS				CONTRIBUTIONS IN KIND AND/ OR SERVICES
	BALANCE CARRIED FORWARD FROM 01.01.91	CORRECTIONS/ TRANSFERS	RECEIPTS	EXPENDITURE	
EUROPE	4,847,092	(198,594)	14,791,417	(16,220,316)	3,418,193
With surplus financing	4,847,092				3,418,193
AFRICA	4,063,270 (874,565)	38,960	188,950,251	(213,170,300)	7,491,900 (28,721,838)
With surplus financing	3,188,705				(21,229,938)
ASIA AND THE PACIFIC	1,931,526 (7,041,574)	24,832	68,719,999	(70,674,597)	1,976,471 (9,002,157)
With surplus financing	(5,110,048)				(7,025,686)
MIDDLE EAST	1,614,776 (7,459,891)	138,281,275	(118,564,212)	28,573,771 (14,676,991)	93,494,010
With surplus financing	(5,845,115)				13,896,780
LATIN AMERICA	193,033 (571,579)	17,545,317	(18,655,530)	340,728 (1,829,487)	732,153
With surplus financing	(378,546)				(1,488,759)
INCOME TO BE ALLOCATED		2,243,468		2,243,468	
Surplus balance	12,649,697 (15,947,609)				
TOTAL					44,044,531 (54,230,473)
With surplus financing	(3,297,912)	(134,802)	430,531,727	(437,284,955)	(10,185,942)
					169,387,647

ATAG ERNST & YOUNG

REPORT OF THE STATUTORY AUDITORS

for the year ended December 31, 1991

to the assembly of the

INTERNATIONAL COMMITTEE OF THE RED CROSS, Geneva

As statutory auditors of your association we have examined the financial statements for the year ended December 31, 1991, in accordance with the statutory and regulation provisions.

We have come to the conclusion that

- the balance sheet and the account of income and expenses are in agreement with the books,
- the books of account have been properly kept,
- the financial position and the results of operations are presented in accordance with the legal valuation principles and the provisions of the statutes.

Based on the result of our examination we recommend that the financial statements submitted to you be approved.

The account of income and expenses includes a column which sets out the gifts in kind or of services received by the ICRC. This consists of statistical information not recorded in the books of account. We have not examined this information.

Geneva, June 8, 1992

ATAG Ernst & Young SA


M. Maglock
G. Gard

FOUNDATION FOR THE INTERNATIONAL COMMITTEE OF THE RED CROSS

ESTABLISHMENT

1 May 1931

OBJECT

To help the International Committee of the Red Cross to continue in complete independence the humanitarian activities which, in accordance with its Statutes, it carries out in time of peace as in time of war.

ADMINISTRATION

A Council composed of:

- two members nominated by the Swiss Federal Council;
- two members nominated by the International Conference of the Red Cross and Red Crescent;
- three members appointed by the International Committee of the Red Cross, at least one of whom is chosen from amongst the most important donors.

BALANCE SHEET AS AT 31 DECEMBER 1991

ASSETS

	Swiss francs
Securities: (market value: Sw. fr. 1,145,523)	1,388,264
Time deposits	280,000
Banks	93,790
 Federal Tax Administration, Bern, (withholding tax refund)	 13,798
 <hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>	<hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>
	1,775,852

LIABILITIES

	Swiss francs
Inalienable capital	1,391,628
Inalienable reserve:	
— Balance brought forward from 1990 ..	337,498
— Statutory allocation deducted in 1991	9,596
 <hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>	<hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>
International Committee of the Red Cross, Geneva, current account	37,130
 <hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>	<hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>
	1,775,852

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE

	Swiss francs
Bank charges	1,304
Safekeeping charges	1,085
Audit fees	957
Charges on purchase and sale of securities	165
 <hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>	<hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>
	3,511

RECEIPTS

	Swiss francs
Income from securities	50,362
Income from time deposits	14,480
Bank interest	743
Net profit on purchase and sale of securities ..	1,898
 <hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>	<hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>
	67,483

RESULT

	Swiss francs
Excess of receipts over expenditure in 1991	63,972
 <hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>	<hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>

STATUTORY DISTRIBUTION

(1) Statutory allocation to the inalienable reserve in accordance with Article 8 of the Statutes: 15% of net income	9,596
(2) Statutory allocation to the ICRC of 1991 net income after deduction of the statutory allocation to the inalienable reserve (Article 7 of the Statutes)	54,376
Total as above	<hr style="width: 100px; margin-left: 0; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>

AUGUSTA FUND

ESTABLISHMENT

In 1980, at the initiative of the ICRC, to commemorate the services rendered to the Red Cross by the German Empress Augusta, wife of Wilhelm I.

further modification, receipts from the Augusta Fund would be allocated to the Florence Nightingale Medal Fund. This decision was confirmed at the Twenty-second Conference, held in Tehran in 1973.

OBJECT

Modified on several occasions.

At the Twenty-first International Conference of the Red Cross, held in Istanbul in 1969, it was decided that, pending

ADMINISTRATION

In view of the above decision, the same as for the Florence Nightingale Medal Fund.

BALANCE SHEET AS AT 31 DECEMBER 1991

ASSETS		LIABILITIES	
	Swiss francs		Swiss francs
Bonds	55,000	Inalienable capital	100,000
Other securities	49,092	Reserve for fluctuations in the price of securities	16,210
	<hr/> 104,092		
Minus:			
Provision for price fluctuations	(2,260)	Receipts and expenditure account: Balance brought forward from 1990	(2,717)
(market value: Sw. fr. 101,832)	101,832		
Federal Tax Administration, Bern (withholding tax refund)	976	Partial excess of receipts over expenditure in 1991	2,717
International Committee of the Red Cross, current account	2,141	Florence Nightingale Medal Fund, current account	630
Banks	11,891		
	<hr/> 116,840		
	<hr/> <hr/>		<hr/> <hr/>

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE

Safekeeping and other bank charges ...

	Swiss francs
Audit fees	434
	<hr/> 893
	<hr/> 1,327

RECEIPTS

Income from securities

	Swiss francs
Bank interest	4,351
	<hr/> 322
	<hr/> 4,673

RESULT

Excess of receipts over expenditure in 1991

3,346

FLORENCE NIGHTINGALE MEDAL FUND

ESTABLISHMENT

In accordance with the recommendations of the Eighth International Conference of the Red Cross, held in London in 1907, and with the decision of the Ninth Conference held in Washington in 1912, a fund was established by contributions from National Red Cross Societies.

The regulations were revised by the Eighteenth International Conference of the Red Cross, held in Toronto in 1952.

OBJECT

The Fund's income is used to distribute a medal, called the "Florence Nightingale Medal", to honour the life and work of Florence Nightingale.

The medal may be awarded to Red Cross nurses and voluntary aides for having distinguished themselves by their service to sick and wounded people in time of peace or war.

The medal is awarded every two years by the ICRC on the basis of proposals made to it by the National Societies.

The medal comes with a parchment diploma. Only 36 medals may be distributed at any one time.

ADMINISTRATION

A Commission composed of:

— three ICRC representatives;

— one representative of the International Federation.

BALANCE SHEET AS AT 31 DECEMBER 1991

ASSETS

	Swiss francs
Securities (market value: Sw. fr. 76,125)	92,159
Stock of medals	8,586
Federal Tax Administration, Bern (withholding tax refund)	272
Banks	7,461
Florence Nightingale Medal Fund, current account	630
	<u>109,108</u>

LIABILITIES

	Swiss francs	Swiss francs
Capital		25,000
Reserve:		
Balance brought forward from 1991	75,839	
Excess of expenditure over receipts in 1991	(1,704)	74,135
International Committee of the Red Cross, current account		9,973
		<u>109,108</u>

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE

	Swiss francs
Presentation of medals, printing and dispatching circulars	5,272
Safekeeping charges	85
Audit fees	957
	<u>6,314</u>

RECEIPTS

	Swiss francs
Income from securities	3,803
Bank interest	177
Partial allocation of the excess balance as at 31 December 1991 of the receipts and expendi- ture account of the Augusta Fund in accord- ance with the decision of the Twenty-first International Conference of the Red Cross	630
	<u>4,610</u>

RESULT

	Swiss francs
Excess of expenditure over receipts in 1991	1,704

CLARE R. BENEDICT FUND

ESTABLISHMENT

1 February 1968

OBJECT

The Fund's income is attributed to assistance activities for

the victims of armed conflicts, in accordance with Miss Benedict's wishes.

ADMINISTRATION

A Commission composed of three persons appointed by the ICRC.

BALANCE SHEET AS AT 31 DECEMBER 1991

(in US dollars)

ASSETS

	US \$
Securities (market value: US \$ 2,602,831)	2,082,025
Time deposits	740,849
Federal Tax Administration, Bern (withholding tax refund)	18,274
Banks	83,518
	<hr/> <u>2,924,666</u>

LIABILITIES

	US \$	US \$
Capital	1,395,409	
Provision for portfolio variations:		
— Balance brought forward from 1990 ..	1,009,779	
— Purchase and sale of securities in 1991	44,720	1,054,499
	<hr/>	<hr/>
For allocation:		
— Brought forward from 1990	304,232	
— Allocation decided in 1991	(304,232)	
— Excess of receipts over expenditure in 1991	198,403	198,403
International Committee of the Red Cross, current account		276,355
	<hr/>	<hr/>
	<u>2,924,666</u>	<u>2,924,666</u>

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE

	US \$
Bank charges	531
Safekeeping charges	10,797
Audit fees	2,957
Charges on purchase and sale of securities	3,846
Loss on sale of securities	22,134
Allocation to provision for variations ..	44,720
	<hr/> <u>84,985</u>

RECEIPTS

	US \$
Income from securities and time deposits	197,532
Bank interest	2,938
Net profit on exchange rates	12,219
Discount on purchase of bonds and profit on sale of securities	70,699
	<hr/> <u>283,388</u>

RESULT

Excess of receipts over expenditure in 1991 for attribution

US \$

157,147

MAURICE DE MADRE FRENCH FUND

ESTABLISHMENT

ICRC Assembly decision of 19 December 1974.

In the event that the persons specified above should lose their lives in the course of the said humanitarian activities, payments may be made to their families.

OBJECT

To assist temporary or permanent staff, such as delegates and nurses, of international or national Red Cross or Red Crescent institutions who, in the course of their work or during war operations or natural disasters, have suffered injury and thereby find themselves in straitened circumstances or in reduced health.

ADMINISTRATION

A Board composed of five persons appointed by the ICRC, currently:

- two ICRC members or staff;
- one representative of the International Federation;
- one representative of the de Madre family;
- one Swiss lawyer.

BALANCE SHEET AS AT 31 DECEMBER 1991

ASSETS

Swiss francs

Securities	2,559,125
(market value: Sw. fr. 2,432,258)	
Time deposits	220,000
Federal Tax Administration,	
Bern (withholding tax refund)	39,245
Banks	1,447
International Committee of the	
Red Cross, current account	23,710
	<u>2,843,527</u>

LIABILITIES

Swiss francs	Swiss francs
Capital:	
Balance brought forward from 1990	2,729,394
Excess of receipts over	
expenditure as at December 1991	<u>83,438</u>
Total capital	
Dependants' allowance	30,695
	<u>2,843,527</u>

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE

Payments to beneficiaries	62,660
Charges on purchase and sale of securities	1,506
Premium on purchase of bonds	2,465
Safekeeping charges	3,540
Bank charges	933
Audit fees	1,754
Other expenses	1,603
	<u>74,461</u>

RECEIPTS

Swiss francs	Swiss francs
Income from securities and time deposits	156,768
Bank interest	231
Discount on purchase and profit on	
refund of securities	900
	<u>157,899</u>

RESULT

Swiss francs	
Excess of receipts over expenditure	
as at 31 December 1991	<u>83,438</u>

OMAR EL MUKTAR FUND

ESTABLISHMENT

Pursuant to decision No. 5 of the Executive Board of 20 November 1980, adopted by the Assembly in December 1980.

Jamahiriya, the income of which is to be used to finance the ICRC's general assistance and protection activities.

OBJECT

A Fund in dollars, made up of one or several donations by the authorities of the Socialist People's Libyan Arab

ADMINISTRATION

A Board composed of three ICRC representatives.

BALANCE SHEET AS AT 31 DECEMBER 1991

(in US dollars)

ASSETS

Securities:	US \$
(market value US \$ 834,192)	658,170
Time deposits	43,794
Federal Tax Administration, Bern (withholding tax refund)	1,256
Banks	13,647
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>
	716,867

LIABILITIES

Initial capital	US \$ 650,000
1991 result to be allocated	39,993
International Committee of the Red Cross, current account	26,864
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>
	716,867

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE

Charges on purchase and sale of securities	US \$ 292
Safekeeping charges	678
Bank charges	74
Audit fees	1,924
Loss on exchange rates	2,560
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>
	5,528

RECEIPTS

Income from securities	US \$ 39,742
Bank interest	791
Discount on purchase of bonds and profit on sale of securities	4,988
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>
	45,521

RESULT

Excess of receipts over expenditure in 1991	US \$ 39,993
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>

PAUL REUTER FUND

ESTABLISHMENT

Pursuant to decision No. 1 of the Executive Board of 6 January 1983.

PURPOSE

The Fund's initial capital of 200,000 Swiss francs donated by Prof. Paul Reuter (his Balzan prize) may be augmented by gifts or bequests. The Fund's purpose is to:

— use the income to encourage and promote knowledge and dissemination of international humanitarian law;

— and to that effect award a prize every two years to reward work, assist in the implementation of a project or make a publication possible.

ADMINISTRATION

— A Committee composed of one member of the ICRC, who is its chairman, and two members of the ICRC staff, appointed by the Directorate;
— and two persons from outside the ICRC who, with the Committee members, shall compose the Paul Reuter Prize jury.

BALANCE SHEET AS AT 31 DECEMBER 1991

ASSETS	Swiss francs	LIABILITIES	Swiss francs	Swiss francs
Securities:		Initial capital		200,000
(market value: Sw. fr. 247,250)	265,000	Receipts and expenditure account:		
Federal Tax Administration,		Balance brought forward from 1990	40,763	
Bern (withholding tax refund)	978	Excess of expenditure over		
Banks	11,914	receipts in 1991	(262)	
	<u><u>277,892</u></u>			
		Reserve		40,507
		International Committee of the Red Cross,		15,356
		current account		22,023
				<u><u>277,892</u></u>

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE	Swiss francs	RECEIPTS	Swiss francs
Award of 1991 Paul Reuter Prize	4,000	Income from securities	14,350
Safekeeping and bank charges	2,423	Bank interest	544
Audit fees	669		
Miscellaneous charges	<u><u>8,064</u></u>		
	<u><u>15,156</u></u>		<u><u>14,984</u></u>
		Result	Swiss francs
		Excess of expenditure over receipts in 1991	<u><u>262</u></u>

SPECIAL FUND FOR THE DISABLED

ESTABLISHMENT

Pursuant to the Assembly's decision No. 2 of 19/20 October 1983.

PURPOSE

- *To help finance long-term projects for disabled persons, in particular the creation of workshops for the production of artificial limbs and orthotic appliances, and centres for rehabilitation and occupational retraining.*
- *To participate not only in ICRC and National Society projects, but also in those of other humanitarian bodies working in accordance with ICRC criteria.*

ADMINISTRATION

A Committee composed of six ICRC staff members:

- *one member of the ICRC, who shall act as chairman;*
- *the Chief Medical Officer;*
- *one representative of the Finance and Administration Department and one representative of the Department of Principles, Law and Relations with the Movement;*
- *the person in charge of programmes in aid of disabled persons at the General Medical Division;*
- *one representative of the Operations Department appointed by the Director of Operations.*

BALANCE SHEET AS AT 31 DECEMBER 1991

ASSETS

	Swiss francs
Securities:	
(market value: Sw. fr. 2,112,987)	1,901,538.45
Time deposits	642,325.00
Federal Tax Administration, Bern (withholding tax refund)	8,998.15
Banks	18,394.98
	<hr/> <u>2,571,256.58</u>

LIABILITIES

	Swiss francs	Swiss francs
Initial capital	1,000,000.00	
Receipts and expenditure account:		
Balance brought forward from 1990	1,154,198.13	
Net excess of receipts over expenditure in 1991	<u>158,100.81</u>	1,312,298.94
Total capital		2,312,298.94
Reserve funds (Cambodia project)		200,000.00
International Committee of the Red Cross, current account		58,957.64
		<hr/> <u>2,571,256.58</u>

RECEIPTS AND EXPENDITURE ACCOUNT FOR 1991

EXPENDITURE

	Swiss Francs
Operational and relief expenditure, Chad project	23,951.96
Charges on purchase and sale of securities and other bank charges	5,273.17
Safekeeping charges	1,789.45
Audit fees	1,992.70
	<hr/> <u>33,007.28</u>

RECEIPTS

	Swiss francs
Gift for Cambodia project	200,000.00
Income from securities and time deposits	121,231.29
Bank interest	1,354.60
Profit on purchase and sale of securities	68,522.20
	<hr/> <u>391,108.09</u>

RESULT

	Swiss francs
Gross excess of receipts over expenditure in 1991	358,100.81
Gift brought forward (Cambodia project)	(200,000.—)
Net excess of receipts over expenditure in 1991	<u>158,100.81</u>

