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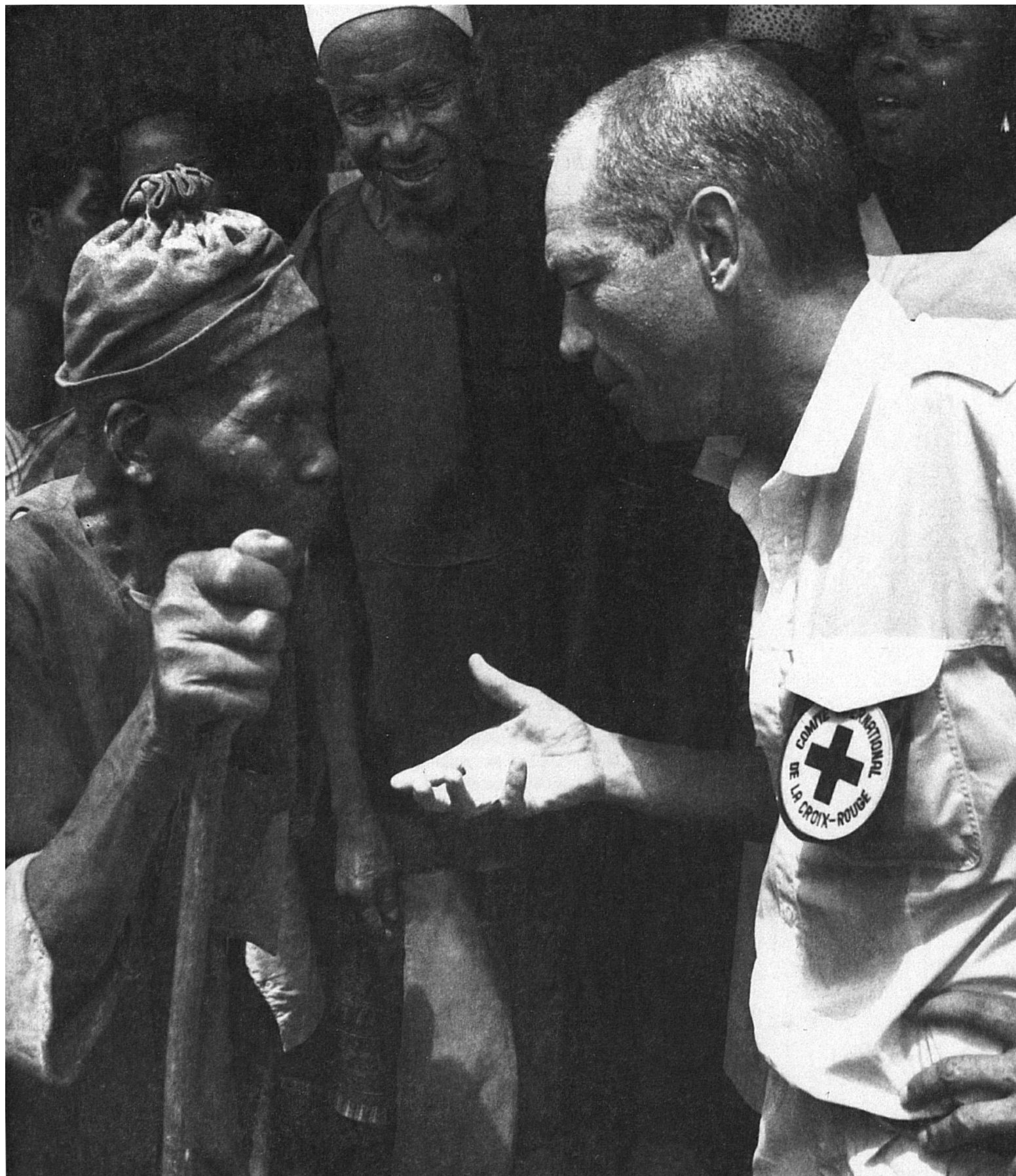
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COMMUNICATION AND ADMINISTRATIVE SERVICES

ICRC/L.Chessex





The ICRC's increased workload in responding to the ever greater suffering caused by warfare required considerable planning, organization, back-up and coordination not only in the field but also at headquarters. Constant monitoring and adjusting of its management and structure were necessary to meet the enormous demands made on its employees and financial resources. An integrated management information system was therefore introduced in 1993 and a new staff policy was devised. Donor governments and private sources were also approached in an intensified effort to obtain the financial support needed for the ICRC to carry its protection and assistance programmes and fulfil the humanitarian tasks assigned to it. In 1993 the ICRC's expenditure totalled CHF 810.9 million.

In view of the growing number of organizations active in the field, the ICRC must send out a clear message to the public and the donor community. In its communications policy it must steer a careful course, making the world aware of its humanitarian activities in so many different situations without ever failing to show its strict commitment to the principles of neutrality, impartiality and independence. In addition it must respect the limits set by its confidential approach, which is an inherent part of its mandate of protection. The ICRC must also keep pace with all new developments in the field of communications and adapt its working methods accordingly. Last but not least, it must highlight the specific attributes which set it apart from all other humanitarian organizations, namely the unique mandate conferred upon it by the States party to the Geneva Conventions.