

Finance

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In 1985, there was again an increase in the volume of expenditure. Taken in aggregate, the regular account and special accounts together amounted to 380 million Swiss francs in cash, reaching a total of 555.6 million if aid in kind and services are included.

Expenditure and charges, including gifts in kind and services (in million Sw. fr.)

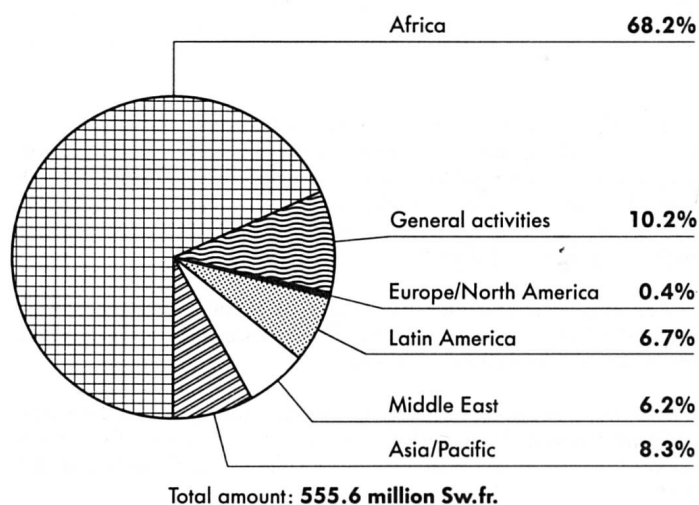
	1985	1984
Regular account	83.5	70.9
Special accounts	472.1	234.4
Total	555.6	305.3

Clearly, such a sharp increase in requirements confronted the ICRC with serious financing and liquidity problems. Fortunately, donors' response to the appeals launched by the institution avoided having to curb the scheduled programmes through shortage of funds. The financial situation of special operations, particularly that of "Africa", improved somewhat during the last few days of 1985, but the financing of these operations is still guaranteed only on a very short-term basis.

Expenditure by region

An analysis of the expenditure by region shows that the major part, i.e. 68%, concerns Africa:

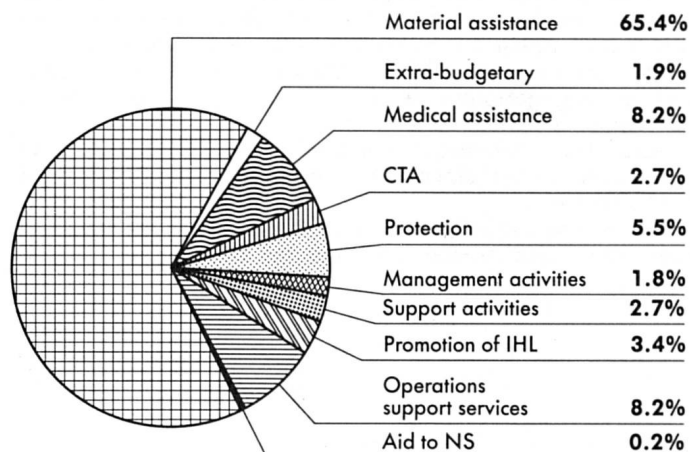
EXPENDITURE BY REGION



Expenditure according to type of activity (Table III)

A glance at the distribution of expenditure according to type of activity shows that expenditure for assistance is by far the highest and that, owing to the necessity of using aircraft both in Ethiopia and Angola, expenses for transport have risen; on the other hand, costs incurred by administration and operational support remained relatively low.

EXPENDITURE ACCORDING TO TYPE OF ACTIVITY



Income and expenditure account and balance sheet (Tables I and II)

Regular account expenditure remained slightly lower than the amounts allocated, in particular "Personnel Costs", which has benefited from economies made as a result of an organizational efficiency survey. As regards specially financed operations, however, the difficulties and risks involved in conducting such operations on a wider scale have obliged the ICRC to reconsider its position in view of the financial hazards and the consequent implications for its permanent structure. This consideration is reflected in an increase in provisions for operational risks and future investments, mainly computers. The relatively favourable evolution of resources has fortunately enabled these new expenses to be absorbed and the result of the 1985 financial year can be considered satisfactory.

The Balance Sheet shows a decrease of 22 million francs, compared to that of 1984. This difference is explained by the fact that, for the special budgets, the funds habitually carried forward from one year to the next were lower in 1985 than they were the preceding year.

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.