

Ministry of Foreign Affairs – (UN Mission Geneva)

Meeting in the Council for Development Policy 29 November 2018

Agenda item 4

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| 1. Overall purpose | For discussion and recommendation to the Minister |
| 2. Title: | Strategy for Denmark’s Cooperation with the International Committee of the Red Cross (ICRC) |
| 3. Presentation for Programme Committee: | 24 October 2018 |

Danish Organisation Strategy for the International Committee of the Red Cross (ICRC)

Introduction:

ICRC was established as a private association under Swiss law in 1863. Today, it enjoys a status equivalent to that of an international organization in order to fulfil its humanitarian mandate and mission. ICRC is an impartial, neutral and independent humanitarian organization working globally to protect and assist the victims of armed conflict and other situations of violence. ICRC is formally recognized in the Geneva Conventions, their Additional Protocols, the Statutes of the International Red Cross and Red Crescent Movement, and by the International Conferences of the Red Cross and Red Crescent.

Key results:

- Humanitarian assistance delivered by the ICRC has a relevant and sustainable impact for affected people.
- Based on the leveraging of synergies between humanitarian and development efforts, affected people's vulnerabilities are reduced and their self-reliance is enhanced.
- Behaviour of parties to conflict is influenced to prevent violations of International Humanitarian Law (Den Internationale Humanitære Folkeret) and alleviate human suffering.

Justification for support:

- Support to ICRC contributes directly to the implementation of the priorities of Danish humanitarian cooperation by protecting victims of armed conflict and delivering humanitarian assistance to vulnerable affected populations
- ICRC's operations in protracted conflicts display its strong alignment with Denmark's objective to consider longer-term consequences from the onset of a crisis and strengthen the coherence between humanitarian action and development efforts
- ICRC's frontline humanitarian action is a stabilising factor and a building-block for peace, laying the groundwork for eventual reconstruction and development

How will we ensure results and monitor progress

- Monitoring of Danish priority areas is based on ICRC's own reporting on its strategy for 2019-2022. There is a high degree of convergence between ICRC's objectives and the priorities of Danish strategy for Development Cooperation and Humanitarian Assistance.
- Active participation in formal and informal meetings, thematic briefings, membership of the Donor Support Group and the International Conference.
- Bilateral dialogue on key priority areas.

File No.	118.C / 2018 - 35599				
Responsible Unit	FN-Genève				
	<i>Mill.</i>	2019	2020	2021	Total
Commitment		40	40	40	120
Projected ann. Disb.		40	40	40	120
Duration of strategy	2019-2023				
Finance Act code.	06.39.01.14				
Desk officer	Sofie Kallehauge				
Financial officer	Asger Graae				

SDGs relevant for Programme*



* Overall goal to *leave no one behind*

Danish involvement in governance structure

- Denmark is part of the Donor Support Group.
- Denmark actively participates in the International Conference of the Red Cross and Red Crescent Movement

Risk and challenges

- Financial and political support to principled humanitarian action.
- Humanitarian space and staff security.
- Maintaining business continuity while changing and expanding
- Fraudulent acts and sexual exploitation and abuse.

Strategic objective(s)

Addressing humanitarian needs of victims of armed conflict and other situations of violence and influencing behaviour to prevent violations of IHL, while addressing breakdowns of systems and infrastructures to deliver more sustainable and cost-effective solutions and support affected communities in strengthening coping mechanisms, self-reliance and self-protection strategies.

Priority Areas

Protection, humanitarian assistance and compliance with IHL

Leveraging synergies between humanitarian and development efforts

Coherence in the areas of stabilisation and security

Technological transformation and increased effectiveness

Core information

Established	1863
HQ	Geneva
President	Peter Maurer
Human Resources	16.600 staff
Country presence	Over 80 countries

MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA

INTERNATIONAL DEVELOPMENT
COOPERATION



UDKAST

**Strategy for Denmark's Cooperation with the International
Committee of the Red Cross (ICRC)**

2019-2023

November 2018

1. Objective

This Strategy for the Cooperation between Denmark and the International Committee of the Red Cross (ICRC) forms the basis for the Danish contribution to ICRC, and it is the central platform for Denmark's dialogue and partnership with ICRC. It sets up Danish priorities for ICRC's performance within the overall framework established by ICRC's own strategy. In addition, it outlines specific goals and results vis-à-vis ICRC that Denmark will pursue in its cooperation with the organisation. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities.

Building on the "Strategic Considerations with regard to Denmark's Cooperation with the International Committee of the Red Cross (ICRC) 2014-2018" this new Strategy is guided by "The World 2030 – Strategy for Denmark's Development Cooperation and Humanitarian Assistance" adopted January 2017, as well as ICRC's "Institutional Strategy 2019-2022" adopted June 2018. It identifies four priority areas for the collaboration: 1) protection, humanitarian assistance and compliance with International Humanitarian Law (IHL), 2) leveraging synergies between humanitarian and development efforts, 3) coherence in the areas of stabilisation and security and 4) technological transformation and increased effectiveness.

Based on the four priority areas, this strategy demonstrates how ICRC's work contributes to reaching some of Denmark's key objectives set out in the overall Danish strategy, "The World 2030", including strengthening respect for IHL, supporting peace, stability and protection in fragile countries and regions where conflict and violence prevails, and assisting affected populations in these areas.

2. The organisation

ICRC is an impartial, neutral and independent humanitarian organisation working globally to protect and assist the victims of armed conflict and other situations of violence. It therefore mainly operates in areas of war and conflict. Furthermore, ICRC is mandated by the international community to be the guardian and promoter of IHL.

ICRC is one of the components of the International Red Cross and Red Crescent Movement, which also comprises the National Red Cross and Red Crescent Societies, including the Danish Red Cross, and the International Federation of Red Cross and Red Crescent Societies (IFRC).

ICRC is formally recognised in the Geneva Conventions, their Additional Protocols, the Statutes of the International Red Cross and Red Crescent Movement, and by the International Conferences of the Red Cross and Red Crescent. While ICRC was established as a private association under Swiss law in 1863, it today enjoys international legal personality and a status equivalent to that of an international organisation in order to fulfil its humanitarian mandate and mission.

2.1. ICRC's mandate

ICRC's exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. It also endeavours to prevent suffering by promoting and strengthening IHL and universal humanitarian principles.

Furthermore, ICRC directs and coordinates the international activities conducted by the International Red Cross and Red Crescent Movement in armed conflicts and other situations of violence, including the activities of IFRC and the national societies.

As per its mandate enshrined in international law, the role of ICRC is to act in the event of international armed conflict. In particular, ICRC has the right to visit prisoners of war and civilian internees. In international and non-international armed conflicts, ICRC enjoys a right of humanitarian initiative, which entitles it to offer its services in order to assist and protect victims. Additionally, ICRC is mandated to work for the faithful application of IHL in armed conflicts and to further the understanding of IHL.

2.2. Relevance and comparative advantage of ICRC

ICRC is a unique humanitarian actor mandated by the international community both to protect and assist people affected by armed conflicts but also to ensure that this operational experience translates into ever more protective humanitarian norms such as the Geneva Conventions of 1949 (and their Additional Protocols) which remain the most widely-ratified treaties to this day. While States develop IHL through codification and state practice, ICRC has a leading normative role as well, which includes monitoring the changing nature of armed conflict and organising consultations with a view to reaching agreement on new rules. Furthermore, as the promoter and guardian of IHL, ICRC encourages States to respect the law by spreading knowledge of the humanitarian rules and reminding parties to conflict of their obligations.

Often being among the most prominent or only frontline actors in fragile contexts, ICRC is well placed to alleviate the effects of protracted humanitarian crises through establishing greater coherence between humanitarian, development and peacebuilding efforts. ICRC spends about two thirds of its budget on protracted conflicts, where it operates simultaneously to meet immediate needs and mitigate longer-term impacts of conflict on critical infrastructure such as health and education. ICRC has field presence in many key conflict contexts of specific interest to Denmark: Syria, Iraq, Yemen, Israel and the occupied territories, Myanmar, Afghanistan, Libya, Mali and Somalia.

The principled type of humanitarian action that ICRC implements is key to the neutrality, impartiality and independence of the protection and assistance brought to victims of armed conflict. By adhering to the humanitarian principles, ICRC helps ensure the preservation of humanitarian space and the deliverance of assistance solely based on needs. ICRC takes a people-centred approach ensuring that it is accountable to affected populations. This means that its responses are adapted to the differentiated needs and capacities of people affected by crises. ICRC does so by listening to affected populations, including them in decision-making processes and creating relevant and trusted feedback mechanisms.

ICRC has a strong desire to preserve the above-described unique character, especially its independence. Traditionally it has done so by refraining from coordinating and collaborating with the larger humanitarian and development community to a great extent. Faced with a new

reality in the field, where ICRC for instance increasingly operates in protracted situations, this approach is changing and ICRC is coordinating and collaborating more. However, ICRC is still able to draw the line and maintain independence when needed to avoid politicisation of its work.

ICRC's presence in fragile contexts combined with its unique role in relation to the development of and compliance with IHL is of value to the Danish Ministry of Foreign Affairs and to the Danish Ministry of Defence, both of which have ongoing dialogue with ICRC, supported by the Danish Red Cross. This makes continued support to ICRC highly relevant.

2.3. Governance of ICRC

The President, who is part of and guided by the Assembly – the ICRC's supreme governing body, leads ICRC. The Assembly is a collegial body comprising between 15 and 25 co-opted Swiss nationals. The President, the Vice-President and the rest of the Assembly have the overall responsibility for institutional policy, strategy and decisions related to the development of IHL. They oversee all the activities of the organisation, including field and headquarters operations and the approval of objectives and budgets. The President represents ICRC on the international scene, bears primary responsibility for ICRC's external relations and conducts ICRC's humanitarian diplomacy in close cooperation with the Director-General, who heads ICRC's Directorate. The Directorate is the executive body of ICRC. Its members are the Director-General and the heads of ICRC's six departments. ICRC has its headquarters in Geneva and holds offices in more than 80 countries, employing around 16,600 staff. An organigram is presented in annex 1.

ICRC is not a member state organisation, but a private association under Swiss law with mandates under international law. Consequently, this limits Denmark's influence on the work and decision-making of ICRC. However, as signatory to the Geneva Conventions, Denmark can provide overall support to the work of the movement and vote on resolutions on wider humanitarian issues presented at the International Conference held every fourth year.

Additionally, Denmark can give recommendations and get insight into ICRC's policy and programming issues through its membership of ICRC's Donor Support Group (DSG). The DSG consists of the major donors, defined by those providing more than 10 million CHF in annual cash contributions to ICRC, which in 2018 amounted to around 20 donors. In addition to the annual core contribution that is the subject of this strategy, Denmark reaches this threshold by providing funding to ICRC's country appeals through the Danish Red Cross (see section 5 on the budget for further details). Through membership of the DSG, Denmark participates in regular meetings where senior representatives from ICRC and the major donors discuss a wide range of policy and operational issues in order to strengthen mutual understanding. The dialogue is frank and constructive and donors are able to give guidance and influence ICRC's overall direction. This was the case when the DSG was invited to give input to the process of developing ICRC's Institutional Strategy for 2019-2022. In addition to advocating for key priorities in the DSG together with other major donors, Denmark also has a close bilateral dialogue with ICRC on a number of strategic priority areas.

Furthermore, indirect influence may also be exerted via the Danish Red Cross through which, as mentioned, a portion of the Danish funding to ICRC is channelled. This arrangement has helped the Danish Red Cross obtain a privileged partnership with ICRC, through which the organisation may influence ICRC. The two organisations have a strategic framework

agreement and enjoy a well-functioning and extensive operational collaboration in more than 20 field operations, primarily Near & Middle East and Africa, with an important focus on the development of sustainable national societies in Eurasia. This partnership is also mutually beneficial on humanitarian policy matters. Last, it is enabling promising private sector partnerships.

2.4. International Conference of the Red Cross and Red Crescent

Every fourth year the Red Cross and the Red Crescent Movement hosts the International Conference of the Red Cross and Red Crescent. The participants to the conference are all 196 States party to the Geneva Conventions and all Movement components –ICRC, IFRC and the 191 national Red Cross and Red Crescent Societies. A range of other humanitarian and development actors also participate as observers, including regional and international organisations, the United Nations (UN) and several of its specialised agencies, non-governmental organisations, academic institutions and others. As an important global humanitarian forum, it aims to inspire policy debate on humanitarian issues. The Conference adopts formal decisions (resolutions) on relevant humanitarian topics, for instance on compliance with IHL, and pledges can be made. Denmark participates in the International Conferences of the Movement. The 33rd International Conference will take place in 2019.

2.5. ICRC's financial resources

ICRC exclusively depends on voluntary contributions albeit from a variety of sources. ICRC's appeal for 2018 amounts for the first time to more than 2 billion CHF (2.016.700.000 CHF) of which 218 million CHF were allocated to headquarter functions.

For ICRC, the funding sources and patterns in 2017 were similar to previous years; governments and the European Commission provided 91% of all resources, while National Red Cross and Red Crescent Societies provided 3% and private sources amounted to 3% as well. 22% of the funds ICRC received in 2017 were completely un-earmarked, whereas 57% were country earmarked and 15% were tightly earmarked, herein to a specific programme or sub-programme within one context. The top five donors (the United States, the United Kingdom, Germany, the European Commission and Switzerland) alone contributed 63% of ICRC funding in 2017. This illustrates a heavy reliance on a small number of traditional humanitarian donors. Denmark was the 12th biggest donor to ICRC in 2017.

3. Lessons learned

Denmark has a long-standing relationship with ICRC, dating back to Denmark's signing of the 1949 Geneva Conventions and membership of the Donor Support Group, since its establishment in 1998 following a roundtable meeting in Copenhagen in 1997. The objectives of the previous strategy between Denmark and ICRC, which covered the period 2014-2018, focused on responding to the needs of people affected by armed conflict, promoting respect for IHL and strengthening coordination and cooperation within the movement as well as with the UN-system and other actors. During the implementation period of the last strategy, ICRC was able to increase its operational response in reaction to continuously growing needs, including in the domains of health and protection, thereby utilising the Danish support to reach the strategic priorities related to humanitarian assistance. With regards to promoting respect for IHL, over the

last couple of years, ICRC activities contributed to more than 250 ratifications of or accessions to IHL treaties or other relevant instruments and close to 150 pieces of domestic legislation to implement various IHL treaties. ICRC also progressed in the area of strengthening coordination and cooperation within the movement, where ICRC signed or renewed partnership agreements with various Movement partners, implemented activities in cooperation with the respective national societies and increased its engagement with regional organisations. Based on these results and on the fact that ICRC remains a unique organisation in the humanitarian landscape, as has been described, Denmark will continue supporting ICRC in the coming years.

4. Priority areas and results to be achieved

The Strategy for the Cooperation between Denmark and the International Committee of the Red Cross (ICRC), 2019-2023, builds on ICRC's Institutional Strategy covering 2019-2022, which largely represents a continuation of existing ICRC priorities. It is to a large extent in line with Danish priorities for humanitarian and development assistance. The four main priority areas identified for the collaboration between Denmark and ICRC from 2019-2023, which will be elaborated below, are 1) protection, humanitarian assistance and compliance with IHL, 2) leveraging synergies between humanitarian and development efforts, 3) coherence in the areas of stabilisation and security and 4) technological transformation and increased effectiveness.

4.1. Protection, humanitarian assistance and compliance with IHL

ICRC's acceptance, access and proximity to affected populations will remain the backbone of its work. Through this work, ICRC contributes directly to the implementation of Danish humanitarian priorities by protecting victims of armed conflict and delivering humanitarian assistance to vulnerable affected populations, including in some of the least accessible areas in various conflicts. ICRC's operations often reach the most vulnerable and thereby contribute to the overarching goal of the 2030 Agenda for Sustainable Development, which Denmark also adheres to, to reach the furthest behind first.

As recognised by IHL, women face specific problems in armed conflict, such as sexual violence and risks to their health. In line with Sustainable Development Goal (SDG) 5, ICRC's protection and assistance response includes a focus on the specific vulnerabilities of women and girls and on addressing needs resulting from sexual and gender-based violence. Furthermore, in line with SDG 3, ICRC continues to contribute to good health and well-being through its many health assistance programmes. Both these focuses are in line with core Danish priorities. In addition, in 2017, ICRC also enhanced its response to address the humanitarian needs of internally displaced persons (IDPs), vulnerable migrants and refugees, contributing to addressing what for Denmark are key humanitarian issues.

ICRC's principled humanitarian approach is in line with Denmark's adherence to the humanitarian principles. Furthermore, Denmark is committed to promote respect for IHL, and being among the strongest advocates for the compliance with IHL, ICRC is a very relevant strategic partner.

4.2 Leveraging synergies between humanitarian and development efforts

ICRC's operations in protracted conflicts display its strong alignment with Denmark's objective to consider longer-term consequences from the onset of a crisis and strengthen the coherence between humanitarian action and development efforts, also known as the humanitarian-development nexus. Under ICRC's new Institutional Strategy for 2019-2022, the organisation will, in addition to providing emergency response, strengthen its response to needs generated by the time frames of protracted conflicts and the requirements of urban settings to deliver a more relevant and sustainable humanitarian response. This entails a combined approach that operates in the short and long terms to meet immediate needs and mitigate growing impacts over time. The organisation will firmly remain a humanitarian actor with no agenda for societal change, but it will seek to strengthen its ability to address breakdowns of systems and infrastructures and to support affected communities in strengthening coping mechanisms, self-reliance and self-protection strategies. This includes strengthening ICRC's understanding of and response to people's broader needs such as the need to access education, contributing to SDG 4. For Denmark, focusing on education in fragile contexts is especially important.

ICRC strives to attract greater engagement and investment by development actors in fragile settings. As an example of this, ICRC has recently signed a Memorandum of Understanding with the World Bank, recognising the link between poverty and fragility. Preparing the ground for larger scale engagement of development actors, ICRC's sustained and long-term humanitarian support to essential health, water and livelihood systems can help prevent development reversals caused by the effects of war. Recognising that climate change exacerbates the risks of conflict eruption and compounds the vulnerabilities and suffering of people who are victims of armed conflict, it is also ICRC's objective in its Institutional Strategy for 2019-2022 to work on communities' resilience towards climate shocks.

4.3. Coherence in the areas of stabilisation and security

ICRC primarily operates in conflict settings, and their frontline humanitarian action has a stabilising effect in the lives of communities and form a building block for peace, laying the groundwork for eventual reconstruction and development. ICRC is often the first humanitarian actor on the ground at the outbreak of new emergencies and is one of the few organisations that usually has direct access to all parties in a conflict. Due to its distinct approach and adherence to the humanitarian principles, it is often called upon to act as a neutral intermediary in conflict, preventing or limiting existing grievances from deteriorating to a point where they further fuel conflict. These efforts contribute to keeping insecurity – especially of civilians – at manageable levels, thus also contributing to limiting reconstruction and recovery costs. Likewise, ICRC's promotion of compliance with IHL combined with relief activities that reach those who are most in need and furthest behind helps to prevent conflict-related deaths and creates enhanced chances for peace. In this sense, ICRC's work is in line with relevant targets under SDG 16 on peace, justice and institutions, as well as Denmark's priority to prevent conflicts, support stabilisation in conflict situations and ensure greater coherence between stabilisation and security.

4.4. Technological transformation and increased effectiveness

Encouraging and supporting the expanded use of technology and innovation is a Danish priority that lends itself well to the direction in which ICRC is moving. ICRC aims to embrace innovation and technological transformation to become a more flexible and agile organisation in order to respond better, faster and more adequately to the changing needs of affected populations. The organisation knows that the fourth industrial revolution can bring solutions to humanitarian problems.

ICRC wants to position itself as a trusted manager of affected people's data, and an organisation that drives the use of data in humanitarian contexts. Based on disaggregated data, ICRC seeks to provide a humanitarian response with a particular focus on vulnerabilities specific to gender, age and disability, enabling a particular attention to groups prioritised by Denmark, such as youth, women and girls. ICRC's focus on the digital transformation also includes a strategic priority to prepare for the challenges of cyber security and the conduct of hostilities in the digital sphere and respond to their associated humanitarian consequences.

5. Monitoring and reporting

ICRC's strategy for 2019-2022 identifies ICRC as a learning organisation and emphasises that ICRC will strengthen its capacity to evaluate the outcomes of its activities and learn from successes and failures. Furthermore, ICRC will embed evaluation more firmly in its planning and results-based management systems. ICRC's standard reporting involves oral reporting (briefings, workshops, DSG meetings, national society meetings and field visits) as well as written reporting (HQ appeals, emergency appeals, midterm- and annual reports, budget extension appeals, audit reports, evaluations and financial updates). ICRC's internal control approach is described in the framework "Internal Control System over financial reporting – the evaluation methodology".

Denmark will follow ICRC's monitoring and reporting and not produce specific Danish progress reports. Denmark will assess and discuss our policy priorities through participation in formal and informal meetings, engaging in thematic briefings as well as in connection with our membership of the Donor Support Group and participation in the movements' International Conference.

Annex 2 presents a table that outlines key priorities and indicators in three columns; 1) Danish policy priorities based on the overall Danish Strategy, "The World 2030"; 2) ICRC's own strategic orientation and key objectives, mainly based on ICRC's Institutional Strategy for 2019-2022; and 3) a set of impact indicators. To the extent possible, it is Denmark's intention to use ICRC's own indicators to measure the results of the collaboration between Denmark and ICRC. The indicators presented in the table in annex 2 have been developed based on initial drafts of ICRC's indicators. ICRC is currently in a process of developing indicators for its new Institutional Strategy. In collaboration with ICRC, Denmark will therefore further develop the indicators in annex 2 that are to be used for the strategy for the collaboration between Denmark and ICRC once ICRC's own internal process is finalised. This will be done with the aim of enabling more precise tracking of results.

A mid-term review will be carried out to assess the continued relevance of the organisation strategy, overall progress on key indicators, and of the cooperation between Denmark and the organisation.

6. Budget

The budget provides an overview of Denmark's annual core contribution directly to ICRC.

Danish contribution	2019*	2020*	2021*
Core funds (un-earmarked)	40	40	40
Total	40	40	40

*Subject to parliamentary approval.

(Contribution in DKK million)

In addition to the annual core contribution to ICRC, which is the subject of this strategy, Denmark provides funding to ICRC in two other ways. Firstly, through a set annual contribution channelled through the Danish Red Cross to ICRC country appeals (40 million DKK). Secondly, by contributing to extraordinary humanitarian country appeals. These contributions are also channelled through the Danish Red Cross (165 million DKK in 2018).

7. Risks and assumptions

Risk no. 1: Financial support to principled humanitarian action

An unwavering support is needed from major donors to ICRC's operational growth and ability to deliver. Core funding is essential to its ability to operate in a principled manner, and to maintain principled humanitarian action. However, funding is increasingly earmarked, with a worrying trend of the same ICRC operations underfunded year after year. Only 28% of total contributions in 2017 were flexible, as flexible funding continued to decrease and reached an all-time low. There is a concern that the growing financial gap between well-funded large operations and underfunded contexts continues to expand, threatening ICRC's ability to remain needs-driven and hampering its operational capacity.

Risk no. 2: Humanitarian space and staff security

Due to the increasingly complex global political and security situation, there has been a steady and incremental erosion of humanitarian space over the past decade leading to growing insecurity of humanitarian staff. An analysis has shown that more civilian humanitarian aid workers are killed by acts of violence than in accidents and that almost half of the non-accidental deaths of aid workers were the result of ambushes on vehicles and convoys. This risk applies to all humanitarian agencies working in conflict zones, which is where ICRC carries out the majority of its work. Under to ICRC's Institutional Strategy for 2019-2022, ICRC aims to mitigate security risks by strengthening its ability and capacity to operate in some of the most hazardous environments. ICRC's approach to security risk management relies on a regular dialogue with all actors in the field and on the acceptance of ICRC's mandate and activities by those participating in hostilities. Furthermore, decision-making responsibility is decentralized and close to activities on the ground. This flexibility in decision-making and proximity with actors in the field ensure that ICRC's response is adapted and relevant to the context, while striking a balance between humanitarian impact and identified risks.

Risk no. 3: Maintaining business continuity while changing and expanding

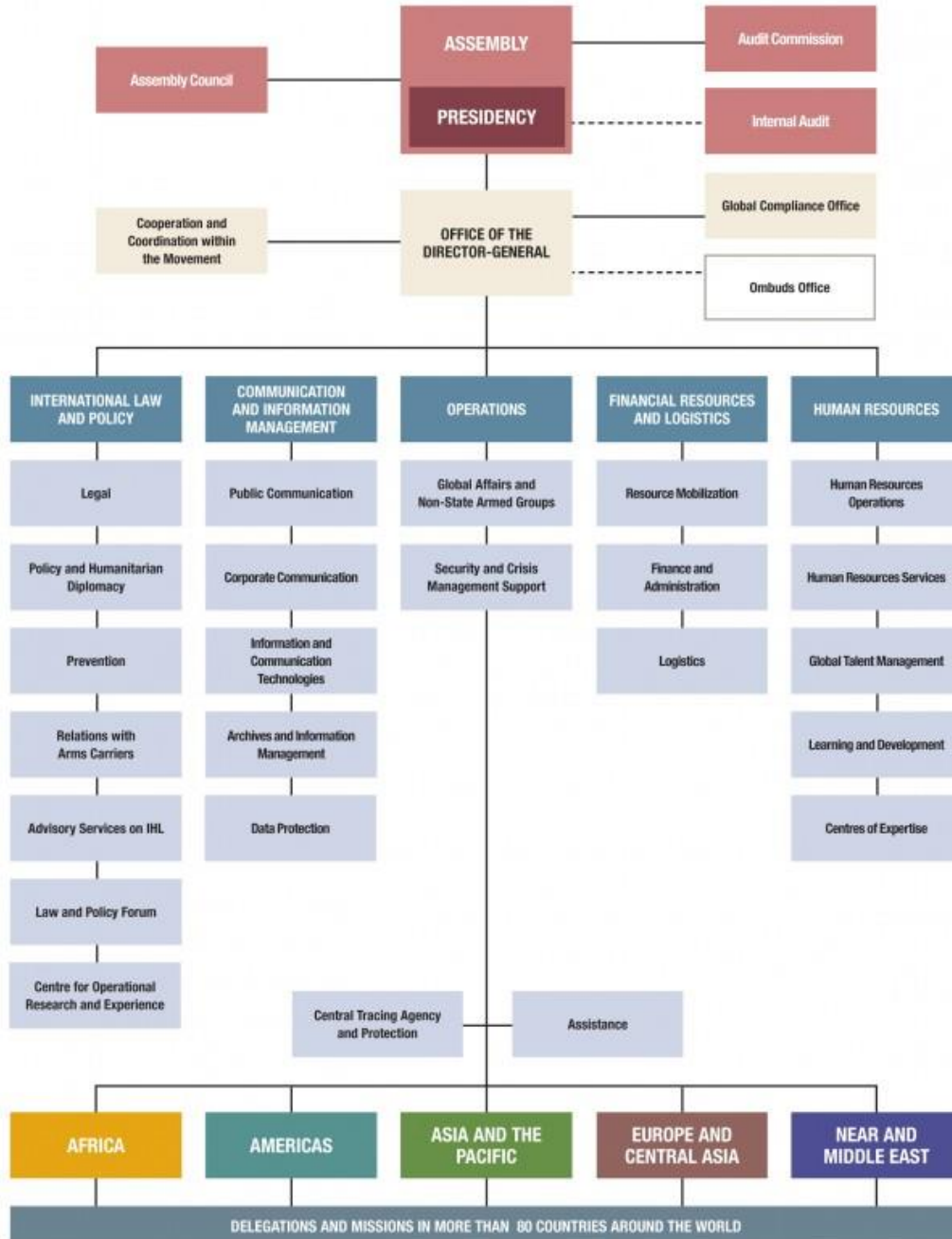
During a period where ICRC's operations are expanding, there is a potential risk of ICRC losing its ability to maintain business continuity. Although Denmark appreciates the highly ambitious nature of ICRC's 2019-2022 Institutional Strategy, there is a risk that successful implementation may be challenging. As acknowledged by ICRC, it may require some level of restructuring within the organisation, which may become challenging. Looking, among other things, at risks at the institutional and business level, ICRC is working to build a risk management culture, wherein all ICRC managers across the organisation are responsible for identifying, assessing and addressing risks that may affect the execution of their plans of action and the achievement of their objectives. In this process, ICRC adopts an incremental approach, building on existing initiatives and leveraging existing resources, in order to align ICRC's risk management processes with standards and best practices.

Risk no. 4: Fraudulent acts and sexual exploitation and abuse

ICRC is a potential victim of fraudulent acts by either its staff or external parties. According to ICRC's guiding framework on fraud, the organisation adheres to a zero tolerance position and equity of treatment regarding any form of fraud committed by any of its staff or any person working under a mandate issued by the institution. Additionally, ICRC's Code of Conduct strictly prohibits sexual harassment and prohibits the purchase of sexual services and the practice of sexual exploitation. It will be important to foster a culture that encourages staff to prevent, detect and report misconduct and to strengthen the mechanisms in place to respond to misconduct.

Annex I

ICRC ORGANIZATIONAL CHART



As at 01.01.2018

Annex II

Danish Policy Priority	ICRC strategic orientation and key objectives	ICRC Impact Indicator
Providing international protection and humanitarian assistance to victims of armed conflict and promoting respect for IHL	<u>Develop and scale up protection and assistance responses with a focus on e.g.:</u> <ul style="list-style-type: none"> - People and communities with specific characteristics that make them more at risk in contexts of conflict and violence - Addressing needs resulting from sexual and gender-based violence, as well as needs related to mother and child healthcare and needs arising from the disruption to livelihoods 	<p>Extent to which affected people's needs have been met by a humanitarian response delivered directly or facilitated by ICRC</p> <p>Extent to which the specific vulnerabilities of women and girls are taken into account and their needs are met</p>
	<u>Influence behaviour to prevent violations of IHL and alleviate human suffering</u> <p>ICRC strengthens its role as the reference organisation on IHL, i.e. by increasing its capacity to assist States and other relevant actors to uphold their legal obligations and by working to address existing and emerging gaps in the law</p> <p>ICRC strengthens its collection and use of evidence, data and research in the areas of IHL and humanitarian action in general as a means of reinforcing its protection response</p>	<p>Extent to which ICRC's influencing work has contributed to expected outcomes</p>
Leveraging synergies between humanitarian and development efforts	<u>Building relevant and sustainable humanitarian impact with affected people</u> <p>ICRC will enhance its comprehensive response to strengthen the resilience of affected people throughout the crisis cycle, e.g. by supporting affected people to build their self-reliance and self-protection strategies and strengthening its understanding of and response to people's broader needs such as psycho-social needs, or the need to</p>	<p>Extent to which ICRC response builds on existing capacities, reduce the vulnerability of affected people and enable them to better withstand future shocks</p>

	<p>access education.</p> <p>ICRC seeks to reinforce conflict-affected communities' ability to absorb the consequences caused by the combination of conflict and climate shocks</p>	<p>Extent to which ICRC supports communities to adapt and transform their capacities and resources to better manage future stresses caused by combined effects of conflict and climate change</p>
	<p><u>Working with others to enhance impact</u></p> <p>ICRC will work with others to facilitate access to tools and services, which are not necessarily part of its existing response but are articulated regularly as important needs by affected populations. These include access to education, connectivity and information services and other services that enable affected people and communities to develop their own protection strategies and strengthen their resilience to recover and sustain their lives and livelihoods</p>	<p>Extent to which ICRC collaborates with relevant partners to facilitate access of affected populations to tools and services that build on and enhance their self-reliance, including access to education and livelihoods</p>
<p>Contributing to coherence in the areas of stabilisation and security</p>	<p>ICRC contributes to the improved safety, security and dignity of people affected by conflict and violence, i.e. by developing field-based strategies and leveraging its operational experience and expertise in support of its confidential and bilateral dialogue, humanitarian diplomacy and public communications</p> <p>ICRC will dedicate efforts to influence and change the behaviour of parties to conflict, preventing violations of IHL and fundamental rights, changing laws, policies and practices that have a harmful impact on affected populations and ensuring respect for principled humanitarian action</p>	<p>Extent to which ICRC's influencing work has contributed to expected outcomes and contributes to stabilisation</p> <p>Extent to which the behaviour of parties to conflict is influenced and the harmful impact on affected populations of violations of IHL and fundamental rights is decreased</p>
<p>Supporting the</p>	<p><u>Embracing the digital transformation:</u></p>	<p>Extent to which</p>

<p>expanded use of technology and innovation</p>	<p>ICRC will embrace innovation and digital transformation to become a more flexible and agile organisation in order to respond better, faster and more adequately to the changing needs of affected populations while preserving the human, personal and informal character of its interactions with the affected populations and communities</p> <p>ICRC establishes relevant mechanisms to disaggregate the data it collects about affected populations so that it can provide a more relevant humanitarian response with a particular focus on ensuring vulnerabilities specific to gender, age and disability can be identified</p>	<p>ICRC's digital accessibility and response to affected populations has been enhanced</p> <p>Extent to which disaggregated data about affected populations is available and utilised to provide a more relevant humanitarian response, especially for youth, women and girls</p>
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