This report represents International Committee of the Red Cross (ICRC)'s responses to Charting Impact, a joint project of BBB Wise Giving Alliance, GuideStar USA Inc, and Independent Sector. Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.

International Committee of the Red Cross (ICRC)
19, Avenue de la Paix, Geneva,
1202
41
www.icrc.org

Mission:
The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose 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. The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the Geneva Conventions and the International Red Cross and Red Crescent Movement. It directs and coordinates the international activities conducted by the Movement in armed conflicts and other situations of violence.
The content of this Charting Impact Report is the sole product and responsibility of International Committee of the Red Cross (ICRC). This report does not in any way represent an endorsement from Independent Sector, BBB Wise Giving Alliance, or GuideStar, nor does it represent fulfillment of the BBB Wise Giving Alliance's Standards for Charity Accountability. For more information on Charting Impact, visit www.guidestar.org/chartingimpact
1. What are we aiming to accomplish?

In a world wracked by armed conflict and violence, the International Committee of the Red Cross (ICRC) brings hope and humanity to millions of people across the globe. Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement, the largest humanitarian network in the world. The ICRC has around 14,500 staff members, working in more than 80 countries to meet the needs of people whose lives have been shattered by armed conflict and other situations of violence. Its goals are to:
- protect the lives and dignity of men, women and children who are not, or no longer, taking part in the violence; the wounded and sick, both civilian and military; and people detained in connection with the violence
- promote greater adherence to and respect for the laws that protect them (notably international humanitarian law) in order to eradicate the causes of the suffering and to prevent any further occurrence
- save lives and improve people's living conditions through material assistance (e.g. food, shelter, water, sanitation, medical and surgical care, rehabilitation for the physically disabled, livelihood support) and family contact

2. What are our strategies for making this happen?

The ICRC endeavours to respond to the humanitarian needs arising from today's complex armed conflicts and other situations of violence in the most timely, humane and professional way possible. Today more than ever, situations have to be considered holistically, in a way that integrates local, regional and global elements and takes into account the broad range of problems and needs of the populations the ICRC wants to help. Therefore, for any action to be undertaken, a comprehensive analysis of the situation is carried out. An effective response requires a clear understanding of the cause of the problems and a good knowledge of local facilities, their capabilities and their potential; the direct involvement of those affected is therefore essential to ensure that their views, concerns, vulnerabilities and capacities are taken into consideration in the definition of the response. The ICRC has a permanent presence in some 80 countries around the world and works in many more. This proximity and engagement with the people it is seeking to help is one of its main strengths. In carrying out its activities for people affected by past and current conflict and violence, the ICRC uses the following modes of action:
- persuasion: confidential representations addressed to the authorities aimed at convincing them to enhance respect for international humanitarian law and/or applicable rules and to take measures that improve the circumstances of people affected by armed conflict and violence
- mobilization: activities aimed at prevailing on third parties to influence the behaviour or actions of the authorities, to support them, or to provide services to people in need directly
- support: activities aimed at providing assistance to the authorities so that they are better able to carry out their functions and fulfil their responsibilities
- substitution: activities to provide services to people in need directly, often in place of authorities who are not able or not willing to do so
- denunciation (resorted to by the ICRC only in exceptional circumstances and under strict conditions): public declarations regarding violations of international humanitarian law or other applicable rules with the aim of bringing a halt to such violations or preventing their recurrence

The modes of action used depend on the situation, the problems encountered and the objectives to be achieved. The ICRC does not limit itself to any one of them; on the contrary, it combines them as necessary, be it consecutively or simultaneously.

3. What are our organization's capabilities for doing this?

To enable it to accomplish its mission to protect and assist victims of armed conflict and violence, the ICRC relies on a highly qualified multidisciplinary workforce, comprising, for example, surgeons, paediatricians, nurses, psychologists, forensic advisers, IT specialists, water and habitat engineers, air-operations managers, logisticians, agronomists, nutritionists, and veterinarians, weapon contamination specialists, prosthetic technicians and legal advisers. With these specialist skills, among a workforce of over 14,500 people, the majority of them recruited in-country, and its 150 years of experience, the ICRC has the capacity to conduct a range of activities around the world to respond to the multiple needs of people affected by past and present conflict and to promote respect for international humanitarian law. In concrete terms, this means... To reduce suffering, the ICRC provides emergency food, shelter, household essentials and hygiene items. It supports
medical/health services for the wounded and the sick by providing supplies, staff training, and on-the-job coaching. It works to improve access to safe drinking water and adequate sanitation, by trucking water, renovating infrastructure and supporting local water engineers. The ICRC helps build resilience by enabling people to preserve or resume their livelihoods and to engage in sustainable food production or income generation through agricultural, livestock and micro-economic initiatives and vocational training. It also helps people with physical disabilities to obtain rehabilitation services, such as artificial limbs and physiotherapy, and to reintegrate into society through employment/training opportunities. In parallel, it seeks to reduce the number of accidents caused by weapon contamination by raising awareness of safe behaviour among communities infested by mines and explosive remnants of war. In the panic and terror of conflict, family members can become separated. The ICRC, therefore, tries to locate people and put them back in contact with their relatives, using phones, Red Cross messages, and the Internet. It also seeks to clarify the fate of those who remain missing and to provide legal, material and psychological support to their families. According to international humanitarian law, all people who are not or no longer taking part in combat may under no circumstances be the object of attack. Reminding the parties to the conflict and all those in positions of power or influence of these rules and their related obligations is an integral part of the ICRC’s protection work. It does this through confidential dialogue, public communication, and training workshops. It also provides States with legal advice on treaty ratification and implementation. ICRC delegates also conduct visits detainees to ensure that they are treated with dignity and humanity, whatever the reason for their detention.

4. How will we know if we're making progress?
Result-based management is a structured approach that keeps an organization focused on the desired results for beneficiaries throughout the management cycle, and not simply on the implementation of activities or budget control. The ICRC employs result-based management chiefly to enhance the effectiveness of its action and to increase its accountability, first to the victims concerned, and second to other external stakeholders, in particular donors. THE RESULT-BASED MANAGEMENT CYCLE Through assessments, the ICRC aims to understand a situation in order to identify the problems facing a target population, the causes and the consequences. The ICRC collects information and data both independently and during contacts with the target population itself, the authorities at all levels, and any other relevant stakeholders. The ICRC then conducts a thorough analysis of the information gathered to determine the current situation. It is necessary to know what the conditions are at the beginning in order to know what needs to be achieved. This is the baseline: a set of information that defines the initial situation that must be improved and against which any future improvement will be measured. Next, the ICRC defines the desired future situation of the affected population and formulates a plan of action, outlining the steps required to move from the baseline situation to the target situation. Tools, including any relevant indicators, for monitoring, reviewing, evaluating and ensuring that the ICRC can learn from the process are decided on at this stage. Once implementation of the plan of action begins, so does monitoring. Monitoring is a continuous and systematic process of self-assessment throughout the life of the operation, which involves collecting, measuring, recording and analysing information on all the planned activities and the results being achieved for the target population. It also includes continuous monitoring and analysis of the situation of the target population and of the general context in which the operation is taking place. Information on the interim situation (the results so far) is compared with information on the intended results (the target) and on the initial situation (the baseline) to identify any significant deviations from the plan. In this way, the ICRC is able to identify problems and take corrective action. It aids management, with the ultimate goal of ensuring the effective delivery of relevant and good-quality service. For internal management purposes and to inform its donors, the ICRC produces narrative reports, which describe the process from baseline to improvement (qualitative indicators). It also uses figure-based (quantitative) indicators. It has a set of standard indicators for the majority of its activities, which include, whenever possible, disaggregated data by gender and age. To see the ICRC set of standard INDICATORS, please go to the section "Additional documents, Other documents".

5. What have and haven't we accomplished so far?
The ICRC has a precise mission, to protect and assist people affected by armed conflict and other situations of violence and
to promote respect for and implementation of international humanitarian law (IHL). Within this mandate, it works all over the world, conducting protection and assistance activities in more than 110 countries and promoting respect for IHL in almost every country of the world. Within each context, the ICRC has multiple objectives and activities run simultaneously, by multidisciplinary teams, to meet the varied needs of the people affected. Every year, the ICRC outlines its headway in an Annual Report. This documents talks about the organization’s activities per country and gives qualitative and quantitative progress. It can be found under the Guidestar section “Forms 990 and Docs”, or at https://www.icrc.org/en/document/annual-report-2015-icrc. For a compact overview, please see the "Impact Summary" in this section and the examples of progress under each program in the Guidestar section "Programs". The variety of activities carried out by the ICRC progress and yield results at differing speeds. Some actions are life-saving and have an immediate impact, such as the provision of first aid and medical care or the distribution of food rations and safe drinking water. Other actions take a longer time to bring results, such as the construction of a pumping station or support for income generation. Then there is another time scale, for a set of activities that are ongoing at all times; even when progress is made, efforts must continue to ensure that it is maintained. This is the crucial work to remind those in power of their obligation under IHL to respect that law to the benefit of the persons protected by it. The ICRC, therefore, seeks dialogue with all actors directly involved in or capable of otherwise influencing a given situation of armed conflict or internal violence, however, sensitive the undertaking may appear. What used to require first and foremost contact and dialogue with government representatives, official armed and security forces and clearly structured opposition groups now calls for communication with a wide variety of actors, ranging from armed groups to urban gangs, and from private security companies to influential representatives of civil society such as the media, religious authorities, economic entities, young people, academic institutions and non-governmental organizations. And to be able to do this – to talk to all parties, to all sides, to people of all convictions – the ICRC must be, and must be seen to be, neutral, impartial and independent. Decades of experience in war zones have also shown that this approach generally gives the ICRC the widest possible access both to the victims of the violence and to the actors involved.