

**ENHANCING HUMANITARIAN EFFORTS THROUGH DIPLOMATIC NETWORKS: A STUDY
CASE OF INTERNATIONAL COMMITTEE OF THE RED CROSS HUMANITARIAN DIPLOMACY
IN CREATING FUNDING MECHANISM**

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Abstract

Humanitarian diplomacy is an effort to protect human beings, especially in conflict areas. The ICRC's worldwide humanitarian operations require sufficient funding to carry out its activities. Development of the direction of ICRC's humanitarian diplomacy is also being carried out to provide maximum impact on humanitarian issues. This paper will answer how the ICRC builds a funding network through humanitarian diplomacy. This study uses Literature Reviews from books and journals regarding humanitarian diplomacy as a basis for thinking in writing. A qualitative pattern is used to process the findings and data obtained from the results of a literature review of articles, books and journals related to the research topic. This research uses descriptive analysis so that the author will examine the data obtained in the form of news, reports, statements and books. which discusses the activities of the ICRC. The result of this research is that the ICRC builds community networks with state and non-state actors to ensure funding for the organization's operations. This effort is carried out by the ICRC to ensure that their humanitarian operations continue, so that there is no reason why funds are a problem in the organization's humanitarian operations.

Keywords: ICRC, Humanitarian Diplomacy, Diplomatic Networks

Introduction

Human rights problems arise due to violations of human rights, which expand the scope beyond the capability of states alone to ensure enforcement and justice. This is because humanitarian issues stem from actions that harm human rights, and the state can be one of the contributing factors. Hence, additional actors are necessary to advocate for the preservation of human values. Consequently, within the field of International Relations, the concept of Humanitarian Diplomacy emerges as a means to address these concerns and safeguard human

well-being through diplomatic channels.¹ Diplomacy, in this context refers to a method in International Relations involving negotiations, dialogues, and other measures aimed at promoting peaceful relations among nations.

Humanitarian diplomacy assumes significance as it aims to preserve human lives, alleviate the immense suffering inflicted by conflicts, and extend aid to those affected. Its importance lies in the fact that humanitarian diplomacy operates independently from political motivations, occupying a neutral position that does not favor any specific party. This sets it apart from other forms of diplomacy, as its primary focus lies in addressing humanitarian crises rather than advocating for the rights or interests of any particular party. By prioritizing the resolution of humanitarian issues, humanitarian diplomacy adopts a distinct approach that centers on providing assistance and relief to those in need.

The International Committee of the Red Cross (ICRC) was established in 1863 as a direct result of the Battle of Solferino. This battle took place between the Franco-Sardinian alliance led by Napoleon III and Austria under Franz Joseph. The conflict resulted in a devastating humanitarian crisis, with a staggering number of casualties. Over 40,000 individuals lost their lives or were wounded, while approximately 11,000 others were taken as prisoners or reported missing.² It was in the aftermath of this catastrophic event that the ICRC was formed, recognizing the urgent need for organized efforts to provide aid and support to those affected by armed conflicts.

In August 1864, the first Geneva Convention was adopted by twelve countries.³ It established the obligation to care for wounded soldiers regardless of their side and introduced the Red Cross emblem. Initially focused on coordination, the International Committee of the Red Cross (ICRC) gradually became more involved in field operations, serving as a neutral

¹ Neo Carnago. (2008). *Diplomacy : The Meaning of Diplomacy*.

² Tuel, J. E & C. Basoli. (2012). *the War in Italy: The Second Italian War of Independence*. London: Leonaur.

³ ICRC. (n.d.). *Convention for the Amelioration of the Condition of the Wounded in Armies in the Field. Geneva, 22 August 1864*. Retrieved from icrc.org: <https://ihl-databases.icrc.org/en/ihl-treaties/gc-1864/state-parties>

intermediary between combatants. This marked an important advancement in humanitarian diplomacy, ensuring the provision of aid and protection to those affected by conflicts.

The ICRC is a legal entity governed by the Swiss Civil Code and headquartered in Geneva. According to Article 60(1) of the Swiss Civil Code, associations with non-commercial purposes, such as political, religious, scientific, charitable, social, or cultural purposes, acquire legal personality once their intention to exist as a corporate body is evident from their articles of association. In accordance with the Swiss Civil Code, an association must establish specific organs as provided for in the law and statutes. These organs typically include a General Assembly comprising all members, a Committee consisting of a president, secretary, and treasurer, as well as an auditor. The General Assembly holds the authority to amend the statutes, while an elected committee may modify the rules of procedure. Upon adoption of the statutes by the General Assembly, as stipulated by the Swiss Civil Code, the association obtains legal personality and can exercise its legal rights. The ICRC complies with these requirements, as its statutory bodies include the Assembly, Assembly Council, Presidency, Directorate, and Internal Audit. The roles and responsibilities of each statutory body are outlined in Articles 9-14 of the ICRC Statutes.

The ICRC goes beyond being solely a Swiss organization, as it possesses the ability to enter into agreements with states, serves as the custodian of International Humanitarian Law (IHL), holds observer status at the UN General Assembly, and operates globally with a mandate in humanitarian protection and assistance.⁴ Therefore, a closer examination of the ICRC reveals that it cannot be confined to a single definition as just a Swiss organization. Its international reach and multifaceted role transcend national boundaries.

It is important for the ICRC to develop networks both bilaterally and multilaterally, officially and unofficially with the parties involved in the conflict, and with state and non-state parties (NGOs, IGOs, influential actors).⁵ These diplomatic actions were carried out by the ICRC

⁴ Palmieri, D. (2012). An Institution Standing the Test of Time? a Review of 150 Years of The History of The International Committee of The Red Cross. *IRRC*, 1273.

⁵ *OP.Cit* Harold Trav

to get the attention of these parties so that these parties could care more about the victims of the conflict. In addition, the ICRC also wants various parties to support the humanitarian actions carried out by the ICRC in the ongoing armed conflict, this is due to the need for more attention to respect for International Humanitarian Punishment (IHL).

For the ICRC, the international network is an essential platform for promoting and facilitating a neutral, impartial direction of operation and strictly independent humanitarian actions. In addition to strengthening the promotion of humanitarian law, the organization sees the importance of promoting self-image to the international community, in this case the ICRC also attaches importance to the promotion of the organization and the basis of operations so that every humanitarian operation can be accepted by various related parties.⁶ This related promotion is used by the ICRC to position the organization when it will carry out bilateral and multilateral diplomatic developments.

The network developed by the ICRC was created from national associations in each country. In addition to the national association, the ICRC has also opened its network, both in the form of a network of cooperation on humanitarian issues, to networks in the financial aspect. The network formed is used by the organization to maximize the operations carried out. In this case the financial assistance network has a major impact on ICRC operations, because countries that contribute with certain criteria are united in the network community. The author will discuss this in more detail in the network and financial support sub-chapter.

The development of multilateral and bilateral networks by the ICRC also serves to establish good relations with actors who provide financial assistance to the ICRC. The organization continues to maintain relationships with actors who wish to contribute to humanitarian issues. The essence of developing ICRC coordination in a bilateral and multilateral way is to create joint efforts on humanitarian issues so that complex problems can be considered with joint efforts.

⁶ *Op.cit.* Harold Trav

humanitarian organizations like ICRC often rely on governments, international institutions, and private donors who are not directly involved in the conflict. This approach is not without complexities and ethical considerations, but it can be a necessary part of the ICRC's efforts to secure funding for its humanitarian operations. However, in some situations, these conventional sources of funding may be limited or inaccessible due to political, logistical, or security reasons. In such cases, the ICRC might explore alternative options, including seeking support from parties who are involved in the conflict or have significant influence over it. So, ICRC needs to have the ability to engage in humanitarian diplomacy may directly impact funding agreements with parties involved in conflicts. Such negotiations can secure funding for specific projects or operations, allowing the ICRC to carry out its humanitarian work effectively.

Analytical Framework

Diplomacy is a method used by actors to negotiate to obtain a mutual agreement on the matters being negotiated. Likewise with humanitarian diplomacy which makes humans the main object. The ICRC explained regarding humanitarian diplomacy, that humanitarian diplomacy is an effort to persuade various parties to focus on humanitarian problems that exist in a conflict. The ICRC's humanitarian diplomacy approach aims to influence the various parties involved in armed conflict, including states, non-state actors, and members of civil society. This approach is focused solely on humanitarian purposes and is implemented through an ongoing network of relationships that can be formal and informal, as well as bilateral and multilateral.⁷

The author sees that there are two main perspectives in viewing the ICRC's performance, there are rationalist and constructivist. Rationalists are filled with the notion that security borne by the state is also security for the community.⁸ Therefore, when a country begins to fail to defend human rights values in its country, other countries are allowed to send peacekeeping troops. Troops here lead to troop intervention militarily. The role of humanitarian intervention coupled with military intervention was expressed by Aran M. Lewis, J.L Holzgrefe, and Jeniifer M.

⁷ Harroff-Tavel, M. (2005). La diplomatie humanitaire du comité international de la Croix-Rouge. *Relations internationales*, 121, 73-89. <https://doi.org/10.3917/ri.121.0073> diakses pada 23 Januari 2023

⁸ Larry Minear and Hazel Smith (2007). *Humanitarian Diplomacy : Practitioners and Their Craft*. New York: United Nations University Press.

Welsh, that the strategy to stop human rights violations and save people is to intervene militarily. Even Aran M. Lewis said "A short-term sacrifice may be considered acceptable in the greater battle for freedom and progress" in which this statement is one of the reasons that states are allowed to intervene militarily for future success.⁹ This causes the function of the state to be the main determinant in the implementation of humanitarian diplomacy.¹⁰ Because state actors have the ability to provide assistance as well as deploy their military personnel.

This thinking sees that humanitarian intervention will not purely be a humanitarian action, but that there are interests of state actors behind it. This is because the role of the state is quite large in a humanitarian intervention, of course there will be other factors besides sympathy and empathy for humanity. Jennifer M. Welsh also mentioned that state intervention is an important task in humanitarian intervention and diplomacy. Welsh explained about a duty for a country that is able to develop and protect citizens who are struck by inequality of human rights.¹¹ Focusing attention to humanitarian issues has made various countries show their empathy towards countries in conflict. Humanitarian issues and humanitarian diplomacy are an opportunity for countries to show their empathy in times of conflict and critical times. State empathy has many meanings, when a country helps it can also mean that the country wants to get a high social position in the international community. This interest makes state assistance based on interests that rely on humanitarian diplomacy.¹² This results in no clear boundaries between all efforts made, is it true because of a sense of empathy, or is it because of the national interests of each country.

The views of rationalists are different from constructivists which emphasize the functions of advocacy and assistance to conflict victims. Kelly Kate-Pease said that the focus of problems in humanitarian diplomacy is the handling of war victims through advocacy functions.¹³ This is in accordance with how the ICRC explains humanitarian diplomacy, that humanitarian diplomacy is an attempt to convince (persuade) decision makers and opinion leaders to focus on the interests of vulnerable people and respect the basic principles of humanity.¹⁴ This condition will

⁹ Aran M. Lewis. (2023). *Humanitarian and Military Intervention in Libya and Syria: Parliamentary Debate and Policy Failure*. New York: Routledge.

¹⁰ J.L Holzgrefe dan Robert Keohane (2003). *Humanitarian Intervention*. Cambridge: Cambridge University Press.

¹¹ Jennifer M. Welsh. (2004). *Humanitarian Intervention*. Oxford: Oxford University Press.

¹² Michael J. Smith. (1997). *Humanitarian Intervention. An Overview of The Ethical Issues*. 63-79.

¹³ Kelly Kate-Pease. (2016). *Human rights and humanitarian diplomacy*. Manchester: Manchester University Press.

¹⁴ IFRC, (2009), *Humanitarian Diplomacy Policy*, Retrieved from www.ifrc.org/sites/default/files/Humanitarian-Diplomacy-Policy_EN.pdf

be created when the actor is not associated with any domestic or community political interests, what exists is the interest in the protection of humanity.

Hilhorst said that advocacy has an important role in humanitarian diplomacy. This is because humanitarian diplomacy has a distinctive character because it only has one limitation, namely the humanitarian goal which is to prevent and reduce the suffering of victims due to armed conflict.¹⁵ Therefore, non-state actors who have free attachment to the political interests of the state are important in this regard. These efforts are carried out by making conflicting parties aware of and providing accountability for the events they have committed.¹⁶ In another meaning, providing assistance to victims in accordance with the scale of existing needs. Existing needs provide for run-down prison equipment, sanitation, and other systems, by acting as a promoter of humanitarian law.

The presence of humanitarian diplomacy as an effort to protect humans, especially victims in a state of conflict or war. Existing efforts refer to one goal, namely the protection of human dignity. In this case the efforts made are the main focus in implementing the objectives of the existing indicators for the ICRC.¹⁷ Humanitarian intervention is a part of humanitarian diplomacy that makes the influence of the global community focused on humanitarian issues rather than the issue of who is right and who is wrong.

Based on the series of literature presented in this study, the authors see that rationalism understands humanitarian diplomacy as an activity aimed at helping humans in the corridor of interests. This is because the most influential actor is the state actor. The state provides assistance and action to countries in conflict, of course there is the country's national interest in underlying these activities. Apart from that, the state also has the authority to intervene militarily in order to minimize the number of victims. This would be inappropriate if implemented as the basis of this research, this is because the ICRC is not a state actor, but an independent and neutral non-state actor. The ICRC also focuses its activities on victims and the reconstruction of facilities, instead of focusing on intervening in matters of conflicts and interests that occur.

To make it Simple, the author will summarize these two notions in the following table:

15 Dorothea Hilhorst. (2022). *From Humanitarian Diplomacy to Advocacy: a research agenda*. In K. Biekart, A Research Agenda for Civil Society (pp. 111- 125). United Kingdom: Edward Elgar Publishing.

16 Saul Takahashi. (2014). *Human Rights, Human Security, and State Security*. California: Praeger.

17 *Ibid*.

Table 1. Idea About the Humanitarian Diplomacy by other Researcher

Paham	Pemikiran
Rasionalist	<ol style="list-style-type: none"> 1. The state is the most influential actor. 2. The interests of the state are always in humanitarian diplomacy. 3. War (military intervention) is a strategy in humanitarian intervention. 4. The aim of Humanitarian Diplomacy is to change a government that cannot uphold human rights, so that it can reduce the number of losses and victims.
Constructivist	<ol style="list-style-type: none"> 1. State and non-state actors are equally important in humanitarian diplomacy. 2. Non-state actors are more flexible in assigning roles, because they are independent and free from the political interests of the state. 3. Humanitarian diplomacy is advocating humanitarian issues so that the focus of the problem is the handling of war victims. 4. The aim of humanitarian diplomacy is to advocate and develop. This is because diplomatic actors such as NGOs can act as mediators between several parties. .

Source: Dorothea Hilhorst and Margit van Wessel (2022), J.L Holzgreffe dan Robert Keohane (2003), Saul Takahashi (2014), Michael J. Smith (1997), Aran M. Lewis (2023), Kelly-Kate Pease (2016), Larry Minear and Hazel Smith, Larry Winter Roeder Jr.(2013), Ashley Jonathan Clements (2020), Jennifer M. Welsh (2004)

The author uses a constructivist perspective because the approach that occurs in the field is in accordance with constructivist ideas. The ICRC receives assistance not only from state actors, but also from non-state actors. ICRC also raises donor communities who are members of the international community who are always given annual report data on the amount of their donations. The formation of this community and donation network is important for the ICRC to be able to ensure that funding for its humanitarian operations can operate well.

Research Method

This article written using a descriptive-explanative method with a qualitative approach. The qualitative research that the author will use later will produce ideas that are translated into descriptive data in the form of sentences and words from the source of the research object presented. Research in the form of descriptive-explanative is a research method that looks at data in the field or a research object, then the data will be analyzed and compared with ongoing conditions in order to see the solutions to problems that can be given and also provide valid

and credible information for the development of studies that can be carried out. researched by the author. Explanative research focuses on and explains the relationship between the variables studied and the relationship between one variable and another through testing the hypotheses that have been formulated.¹⁸

Research conducted by the author using data collection techniques in the form of a literature review (library research). The purpose of using a literature review in this study is to provide information to readers regarding the results of other studies that are closely related to the research conducted by the author, as well as the author being able to link research with some existing literature in the hope of filling gaps in several previous studies..¹⁹ The data raised comes from reference books related to humanitarian diplomacy, internet access to access news related to the author's research, reports from government and non-government institutions, especially reports from the ICRC regarding their work.

Discussion

The ICRC is an independent organization operating internationally and needs funds to maintain its operations. Funds play an important role in funding the ICRC's activities, and these donations can come from countries participating in the 1949 Geneva Conventions, national Red Cross and Red Crescent Societies, international organizations, non-governmental organizations or community groups, and individuals. This donation can be in the form of cash, groceries, non-food items, or sending medical experts. Donations are voluntary and non-coercive, and the ICRC provides annual financial reports which are disseminated transparently to donors. The nominal value of the ICRC's budget is uncertain and can vary annually based on the cases they handle.

The ICRC's External Resources Division is responsible for coordinating and disbursing all funds received by the organization. This division is tasked with raising the necessary funds to support the ICRC's humanitarian activities while ensuring the organization's independence is maintained. The goal in this regard is to secure multiple sources of funding that are sustainable, flexible and predictable. It also ensures that the requirements of its aid providers are taken into account.

¹⁸ Sugiyono. 2013. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: CV Alfabeta. Hal 6.

¹⁹ John W. Creswell. (2014). *Research Design : Pendekatan Metode Kualitatif, Kuantitatif, dan Campuran edisi 4*. Yogyakarta: Pustaka Pelajar.

Based on the information provided, it appears that the International Committee of the Red Cross (ICRC) has managed to maintain its operational flexibility although some governments do not allocate their contributions or do so extensively..²⁰ This has been made possible by contributions from the government which has provided substantial funds in flexibly allocated funds. These governments include Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Kuwait, Luxembourg, the Netherlands, Norway, Spain, Sweden, Switzerland, the United Kingdom and the United States. In addition, the ICRC's Donor Support Group (DSG), made up of governments that contribute more than 10 million Swiss Francs in cash each year, had 18 members in 2011. The DSG's annual meeting is held in Luxembourg.²¹

The ICRC as a humanitarian partner believes that it is very important for them to maintain flexibility in the use of their funds, especially in relation to allocation and reporting, in order to meet this need effectively. However, increases in allocation rates often come with tight project implementation schedules and stringent reporting conditions. The ICRC has observed a direct correlation between flexible funding policies and their ability to maintain independence and rapid response capacities. It is therefore important for the ICRC to continue to have the flexibility to allocate funds where they are most needed, without being unduly constrained by appropriation and reporting requirements.

The ICRC's funding system does not rely on mandatory donations, but contributions from various aid providers. The programs implemented by the organization are not tied to the level of contribution received. To minimize financial risks, the ICRC sets realistic goals and budgets and seeks certainty of funding. Commitments from aid-providing countries over several years can help achieve this, as they provide greater certainty and stability. However, the ICRC recognizes that aid providers face difficulties in committing to the medium term due to planning and financial regulation constraints. The ICRC will continue to look for ways to secure long-term funding commitments. Early indication from donors of their annual funding levels and timing of transfers will assist financial planning and reduce ICRC risk.

The need for this fund is one of the reasons why the ICRC is a non-governmental organization that must be able to carry out the function of humanitarian diplomacy, namely making the influence of this organization to attract world attention to existing conflicts. The

²⁰ Bradley, M. (2016). *Protecting Civilians in War : The ICRC, UNHCR, and Their Limitations in internal Armed Conflicts*. Oxford: Oxford University Press.

²¹ *Ibid*

armed conflict that happen must be able to be seen from the aspect of protecting war victims, which in this case is to see how vulnerable civilians are to becoming victims of armed conflict. It is also an assumption that humanitarian diplomacy is a step of negotiation for the sake of human goals. Non-state actors must be able to become a foothold when state actors are no longer able to guarantee the rights of civilians.²²

Existing attention to humanitarian issues has made various countries show their empathy towards countries in conflict. According to Hestutomo, humanitarian issues and humanitarian diplomacy are an opportunity for the state to show its empathy in times of conflict and critical times.²³ This indicates that a sense of humanity is no longer a phenomenon but humanity has entered into diplomacy itself. This is in accordance with the reality that countries in the world are helping the ICRC by sending financial aid for the continuation of the ICRC's humanitarian operations in all countries in conflict.

The ICRC received a total contribution of 1.502 billion CHF in 2015, with operating costs of 1.489 billion CHF, including 9.1% administrative costs at the head office. This represents an increase of 55% over 2005 and 108% over 1995, indicating significant organizational growth. In 2015, the ICRC had an average of 11,430 full-time employees and 2,107 mobile employees working in the field, with 969 (6.7%) staff at head office. The budget increased to around 1.7 billion CHF in 2016, with 90% coming from government donors and 10% from the private sector, companies, individuals and high-income individuals. The ICRC is targeting 40% of the funds raised up front to cover all of its operations. However, budgets are not guaranteed, and the ICRC renegotiates annually with countries that have signed the Geneva Conventions. Budgeting at the ICRC involves consideration of access, capacity to deliver, security, and humanitarian needs.

The ICRC receives funding from a variety of sources including governments (States party to the Geneva Convention), National Societies of the Red Cross and Red Crescent Societies, supranational organizations, as well as the public and private sectors. It is important to note that all funds provided to organizations are voluntary.²⁴ However, in terms of its operations the ICRC

²² Ashley Jonathan Clements. (2020). *Humanitarian Negotiations with Armed Groups: The Frontlines of Diplomacy*. Routledge

²³ Hestutomo Restu Kuncoro, et al (2018). *Diplomasi Kemanusiaan: Konsep Perdebatan Isu-Isu Kontemporer*. Graha Ilmu, Yogyakarta

²⁴ ICRC. (n.d.). *The International Committee of The Red Cross in a Nutshell*. Geneva: International Committee of The Red Cross. Dikutip dari <https://www.icrc.org/en/doc/donations/support-from-foundations/eng-donateursnbref.pdf>

has not delayed its response to urgent needs on the ground pending funding. Instead, the ICRC relies on the generosity and timeliness of its contributors to provide the necessary funds as quickly as possible.

The funding system implemented by the ICRC does not depend on predetermined contributions (compulsory contributions). Therefore, all the activities of the humanitarian operations carried out by the ICRC adjust to the needs, and the programs implemented do not depend on the level of contribution promised or received. Even so, the ICRC still depends on donors who provide funds to the organization to achieve the goals in each program it implements. It is these donors who contribute to humanitarian operations throughout the world, but the assistance here is humanitarian assistance that does not have a political element or an element of the interests of any party.

Budget allocation planning is important for the organization, as well as long-term expectations related to how much humanitarian funds will be obtained from the donor network that the ICRC has developed since this organization was founded. Discussions with donors of humanitarian funds regarding annual funding are also carried out by the ICRC every year. This is also in line with the Grand Bargain carried out by the ICRC which focuses on evaluating, increasing, providing assistance, and the importance of safeguarding the allocation of funds.²⁵ Grand Bargain itself is a pact made between leading donor countries and humanitarian organizations with a shared commitment to increase the efficiency and effectiveness of humanitarian financing. It aims to optimize the impact of humanitarian assistance by promoting collaborative efforts, transparency and innovation in aid funding and delivery.

The ICRC's focus on developing humanitarian diplomacy can also be seen from the investment of ICRC funds in activities that include humanitarian diplomacy. This organization began to make humanitarian diplomacy one of the spearheads of their operations in fighting for humanitarian rights and promoting international humanitarian law. The following is ICRC investment data on humanitarian diplomacy from 2014 to 2019.

²⁵ ICRC. (2016) Red Cross and Red Crescent Movement welcomes "Grand Bargain", calls for greater engagement of host governments and communities. Dikutip dari: <https://www.icrc.org/en/document/red-cross-red-crescent-movement-welcomes-grand-bargain-calls-greater-engagement-host>

Graphic 1. ICRC Investment on Humanitarian Diplomacy



Source: The Added value of Flexible Funding to the ICRC²⁶

The ICRC uses the funds it receives to support humanitarian diplomacy, having a significant impact in promoting multilateralism and a global framework based on international rules and law. This funding is allocated for investment in the field of humanitarian diplomacy. This investment is included in the ICRC's efforts to continue to carry out humanitarian diplomacy in order to develop an understanding of international humanitarian law.

The ICRC formed its donor network by forming an international community which was named the Donor Support Group (DSG). The DSG here consists of governments, supranational organizations and international institutions that contribute at least 10 million CHF (Swiss Franc) in cash each year.²⁷ Membership in the Donor Support Group lasts one year from June to June of the following year. The following is data on countries that are members of the ICRC Donor Support Group from 2010 to 2021 along with the amount of funds they have provided to the organization.

here is a table of DSG data from 2010-2021:

²⁶ Corina Kreidler. (2020). *The Added Value of Flexible Funding to The ICRC*. Independent consultant specialized in humanitarian assistance, Resource Mobilization Division of the ICRC. Geneva: ICRC. Dikutip dari <https://reliefweb.int/report/world/added-value-flexible-funding-icrc>

²⁷ 10 Juta *Swiss Franc* (CHF) bila dalam rupiah adalah sekitar Rp.164.870.852.200,00

Table 2 Donor Support Group ICRC 2010-2021

No	Negara	Tahun											
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
1	Australia	33,9	44,8	37,3	45,1	36,7	35,8	32,2	46,9	38,6	40,7	31,2	34,8
2	Austria	0	0	0	0	0	0	0	11,9	13,9	12,6	12,6	16,8
3	Belgium	17,3	17,6	22,8	20	12,1	20,5	28,7	25,9	28,4	27,1	25,1	24,9
4	Canada	32,1	28	46,4	36,6	46,5	57,2	57,1	65,3	63,8	53	55	66
5	Denmark	12,7	17,1	16,3	23,2	24,1	22,7	18,4	32,8	37,4	32,9	27,7	25,9
6	European Commission	111,4	105,7	89,6	88,2	126,4	123,7	160,2	166,2	161	147,3	122,7	128,9
7	Finland	10,3	11,4	9,9	11,9	13,7	10,3	10,8	12,9	12,1	13	13,9	13,4
8	France	15,1	13,8	14,9	17,3	18,6	20,4	17,1	19,3	24,6	35,1	34,5	45,3
9	Germany	29,8	34,7	35,6	48,7	52,5	45,6	123	195,6	174,3	180,7	256,2	247,5
10	Ireland	10,2	12	10,7	11,2	11,5	12,5	15,4	14,2	16,1	18,7	16,7	17,8
11	Italy	0	0	0	0	0	11,8	16	16,7	19,6	15,4	21	12,4
12	Japan	38,2	46,9	42,8	50,6	33,9	30,8	51,6	41,2	25,2	26	26	51
13	Kuwait	0	0	0	24	20,6	21,7	10,1	6,9	35,5	16,8	0	0
14	Luxembourg	11	10	10	10	0	0	10	10,2	12,4	10,6	12,4	14,1
15	Netherlands	37,1	35,6	30,1	31	47,7	56,8	53,4	52	55	51,7	58,7	46,2
16	New Zealand	0	0	0	0	0	0	0	10,3	10,3	10,4	0	10,2
17	Norway	49,2	60,4	62,1	63,9	59,3	45,1	71,1	70,2	69,1	73,5	63,1	86,9
18	Spain	20,5	19,1	10,9	0	0	0	0	0	10,3	10	11,4	12,2
19	Sweden	67,4	83,7	68,7	69,8	73,2	55,1	74,3	67,1	74,8	71,3	87,6	93,2
20	Switzerland	110	112	110,4	119,8	140,1	160,4	145,8	150,2	148	155,3	156	156,5
21	UAE	0	0	0	0	0	0	9,9	77	10,7	11,1	0	0
22	United Kingdom	77,9	152,5	75	163,2	171,3	208	224,2	213	205,6	211,8	208,7	153,1
23	United States	261,8	241,1	207,9	260,1	313,4	417,6	407,2	406,9	461,9	478,9	491,2	543,6
24	World Bank	0	0	0	0	0	0	0	19,8	0	16	8,6	0
	Total Cash	946	1046,4	901,2	1094,8	1201,4	1356,1	1536,4	1732,5	1708,6	1720	1740,3	1800,7

Source: ICRC Annual Report 2020-2021

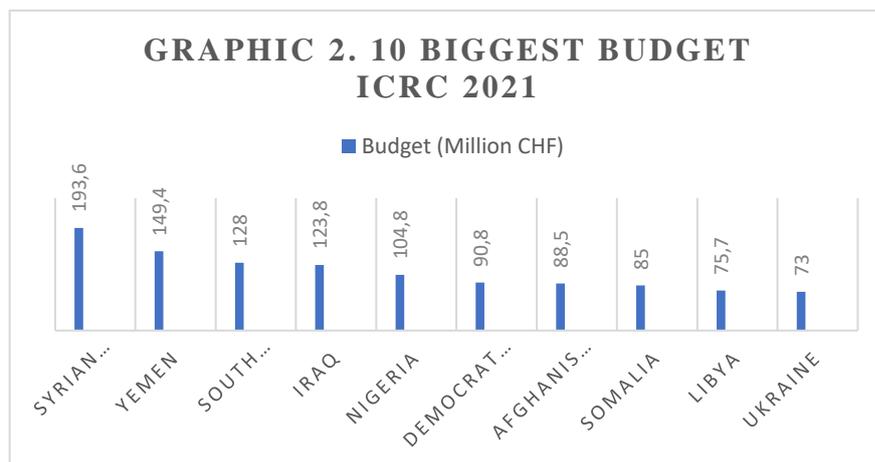
The management of this global financial assistance network is managed by a division called the Department of Financial Resources and Logistics, which serves and mobilizes the financial funding of all ICRC operations around the world. This division works regularly and in its performance must be able to build close relationships with donors, especially the Donor

Support Group to ensure their presence in all forms of ICRC humanitarian operations and also the ICRC's future financial needs. This division is required to carry out its performance as effectively as possible for the urgent needs of ICRC operations in the field.

Improving business intelligence and managing good relations with financial donors, this division works in updating information systems related to organizations, as well as humanitarian operations globally.²⁸ Implementation related to this makes the ICRC always update and maintain collaboration and cooperation with various kinds of stakeholders. While fundraising activities are centralized at headquarters (Geneva), delegates play an important role in the management of donor relations by sharing their insights on the local context and providing technical expertise. The mobilization of resources placed in specific delegations allows the ICRC to promote cooperative relations with donors on the ground.

The funds obtained by the ICRC become a tool to drive humanitarian operations around the world. Each region and country certainly has a different distribution of funds, this is because the need for operating funds is different in each region and country where the ICRC operates. Countries that receive high operational funds are usually experiencing high humanitarian cases, or indeed certain conditions cause these countries to receive high funds for ICRC humanitarian operations.

here is the data on countries with the highest budgets in 2021:



Source: APPEALS 2021: Overview International Committee of The Red Cross²⁹

²⁸ *business intelligence (BI) refers to the process of collecting, analyzing, and interpreting data to support informed decision making within an organization. It involves using a variety of tools, technologies and methodologies to turn raw data into meaningful insights, enabling businesses to gain a competitive advantage, identify trends and make data-driven strategic decisions.*

²⁹ ICRC. (2021). *Appeals 2021 : Overview*. Geneva: International Committee of The Red Cross. Dikutip dari <https://www.icrc.org/en/document/icrc-appeal-fund-operations-2021>

In addition to state actors contributing to the ICRC, support from the private and public sectors in 2021 also resulted in a significant increase in contributions, totaling 80.6 million Swiss Francs. This marks a notable increase compared to 69.0 million in 2020 and 45.8 million in 2019. Among these contributions, 21.1 million Swiss Francs were contributed by individuals who empathized with the humanitarian issues that occurred.³⁰

A financial management system for both income and expenditure distribution is important for humanitarian organizations such as the ICRC. Income through the network system that has been formed makes the income of money for operations more effective and can reach a wider scope of humanitarian operations. The distribution of funds also needs to be regulated with a good mechanism, this is to maintain trust between donors and the ICRC, so that investment in the humanitarian sector can continue to increase every year. In addition, an organized budgeting and financial system will maximize the ICRC's humanitarian diplomacy operations, especially the organization's humanitarian diplomacy operations. With maximum funding, the results and efforts of the organization will certainly be maximized.

Conclusion

The research article "Enhancing Humanitarian Efforts Through Diplomatic Networks: A Study Case of International Committee of The Red Cross Humanitarian Diplomacy in Creating Funding Mechanism" sheds light on the significant role of diplomatic networks in strengthening and expanding funding mechanisms for humanitarian endeavors, focusing on the International Committee of the Red Cross (ICRC). Through a comprehensive analysis of the ICRC's humanitarian diplomacy efforts, the study highlights several key findings. Firstly, diplomatic networks play a crucial role in facilitating the establishment of funding mechanisms for humanitarian organizations. The ICRC has effectively leveraged diplomatic channels to engage with various stakeholders, including governments, international organizations, and private entities, to secure financial resources for their operations. This diplomatic engagement has enabled the ICRC to garner support and build partnerships, resulting in sustainable funding solutions.

³⁰ *Ibid.*

Secondly, the article underscores the importance of effective communication and negotiation skills within humanitarian diplomacy. The ICRC's ability to navigate diplomatic networks, foster dialogue, and advocate for its mission has been instrumental in securing funding. By employing diplomatic strategies such as information sharing, building trust, and highlighting the humanitarian impact of their work, the ICRC has successfully mobilized resources to address critical needs and crises around the world. Furthermore, the study emphasizes the need for collaboration and coordination among humanitarian organizations, diplomatic communities, and other relevant actors. The ICRC's engagement with diplomatic networks has allowed for the pooling of resources, knowledge, and expertise, leading to more efficient funding mechanisms. By fostering partnerships and aligning objectives, the ICRC has maximized its impact and extended the reach of its humanitarian efforts.

Overall, the article demonstrates that humanitarian diplomacy, particularly through diplomatic networks, is instrumental in enhancing funding mechanisms for humanitarian organizations like the ICRC. The findings underscore the importance of strategic engagement, effective communication, and collaborative approaches in mobilizing financial resources to address humanitarian challenges effectively. As the world continues to face complex crises, the insights from this study can inform and guide future efforts to strengthen humanitarian diplomacy and ensure sustainable funding for vital humanitarian initiatives.

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