

Revised Plan 2011



Magen David Adom in Israel (IMDA)

Executive summary

This document provides an explanation of the vision, goal (outcomes) and specific objectives of the International Federation in Israel over the next 12 months. A brief overview of the operating environment is included below to explain the historical context of Magen David Adom in Israel (IMDA) and what the International Federation understands of the opportunities and risks within our current partnership.

The presence of a full time country representative in Israel provides the secretariat and the National Society with a unique opportunity to realize its **goal of facilitating the benefits of IMDA's membership for both IMDA and other components of the Movement**. Specifically, the International Federation intends to help raise IMDA's profile outside of Israel, enhance its commitment to the Fundamental Principles both within and outside of Israel, increase its capacity through exchanges with other National Societies, and prepare for statutory meetings in November 2011.

This plan and budget was developed in consultation with the International Federation and ICRC offices in Tel Aviv, Jerusalem, Amman and Geneva, as well as IMDA in Tel Aviv. Measures of success will be refined during the course of the year as IMDA and the International Federation learn more about their partnership and the operating environment. Implementation of this plan is partially contingent on fundraising. The **budget for this plan is 463,051 CHF**. The International Federation has confirmed pledges of 153,902 CHF. The country representative, director of zone and secretary general will directly support efforts to raise the **balance of funds (309,149CHF)**. Additional contributions from other National Societies are essential. The International Federation's full-time, ongoing presence beyond 2011 remains uncertain and will be informed by the results of this strategy.

The total 2011 budget is CHF 463,051 ([Click here to go directly to the attached summary budget of the plan](#)).

Country Context

According to the Human Development Index (HDI), a comparative measure of life expectancy, literacy, education and standards of living for countries worldwide, Israel is a "developed country." Israel ranks 15th overall among nations, just behind Switzerland and ahead of many Western European countries, including Finland, Belgium, Denmark and the United Kingdom. While Israel's population may be relatively healthy and well educated, the country and its National Society suffer from contentious international relationships with its most immediate neighbours.

Israel has been in conflict with its neighbours since the establishment of the State in 1948, manifesting in a series of wars over the years. Prompted by the Oslo Accords in 1992, diplomatic relationships had been improving throughout the 1990s. However, a cycle of ongoing violence and the outbreak of the Second Intifada in 2000 led to a deterioration of relationships and increased humanitarian needs. In

2005 Israel unilaterally withdrew from Gaza and since 2003 has been constructing a security barrier to separate the Israeli and Palestinian populations. Ongoing rocket fire from Gaza into Israeli territory, unresolved border issues between Israel and Palestine, and the establishment of Israeli settlements in occupied Palestinian territory, illegal under the Geneva Conventions, continue to put people at risk. While several members of the Arab League maintain diplomatic or commercial ties with Israel, many of the relationships that were built or strengthened in the preceding decade have been scaled back or severed. The result is a complex and unresolved political and humanitarian situation. The situation remains volatile and a number of factors within Israel, Palestine and the wider Middle East could have unpredictable and dramatic effects on security and well being.

The population of Israel, including permanent residents within the Golan Heights, East Jerusalem and Israeli settlements in the West Bank, was estimated in 2010 to be 7,602,400, of whom 76% are Jewish. The balance of the population is Arab, including Muslims (16%), Christians, Druze, and Samaritans.

Despite limited natural resources, Israel is largely self-sufficient in food production. While Israel is a global leader in water conservation, related policies remain a political and humanitarian issue. Much of the country, and particularly the far north and south, continue to be at risk from rocket attacks and war. Ongoing security threats have left many people living in fear, and create a continuing need for emergency, mass-casualty preparedness and psycho-social support. Other than war, humanitarian risks include a large scale earthquake that the government and the scientific community consider overdue. Israel also faces challenges integrating a large immigrant community that has arrived in several huge waves over the last three decades, including more than 120,000 Ethiopians, one million Russian-speakers, and perhaps 200,000 migrant workers from Romania, Thailand, China, Africa and South America.¹

Magen David Adom in Israel – a brief summary of its history, program, partners, and strategy

Based on the principles of the Red Cross and Red Crescent Movement, IMDA was established in 1930 as the national provider of emergency medical services. Today, the national society uses nearly 900 vehicles that range from standard ambulances to mobile intensive care units to scooters that serve as first-responder, life-saving vehicles to administer a public ambulance service for the entire country. Magen David Adom in Israel is also responsible for collecting, maintaining and distributing the nation's blood supply.

In addition to its medical, blood and emergency services in all eleven districts of the country, IMDA delivers first aid training, youth education programs, and humanitarian activities through 110 stations and dispatch points. Humanitarian activities include distribution of food and clothing to the vulnerable during holidays, first aid for child care providers in the immigrant community, and psycho-social support during armed conflict and mass casualty events. Magen David Adom in Israel has a disaster management unit that helps prepare for and respond to emergencies, and the national society maintains an active international program, working bi-laterally with hospitals, schools and with other National Societies. In the last year IMDA staff deployed as Movement delegates seconded to other National Societies during short-term, emergency relief operations, such as in Haiti.

From its creation until 2006, IMDA was denied membership in the International Red Cross Red Crescent Movement because it did not replace its red shield of David emblem with a Red Cross or Red Crescent, the two protective symbols recognized by the Geneva Conventions. In a 2005 Diplomatic Conference, States party to the Geneva Conventions agreed to supplement the Conventions by adopting the Third Additional Protocol. The Third Additional Protocol established an additional emblem - the red crystal - alongside the existing Red Cross and Red Crescent. In June 2006 IMDA was

¹ This section was largely taken from Wikipedia, January 2011.

formally recognized as a National Society by the ICRC and admitted to membership of the International Federation. The Palestine Red Crescent Society was recognised and admitted at the same time.

In the lead-up to the 2005 Diplomatic Conference, IMDA and the Palestine Red Crescent Society signed a Memorandum of Understanding (MoU) and an Agreement on Operational Arrangements (AOA) to guide their collaboration and compliance with International Humanitarian Law (IHL) and the expectations of the Movement. Subsequently, and at the request of the International Conference of the Red Cross and Red Crescent, an Independent Monitor was appointed by the ICRC and the International Federation to report on progress within the framework of these agreements. Implementation of the MoU and the AOA has been mixed. In the words of the Independent Monitor, "...some commendable results (have) been achieved... (However) important steps still remain."² Over the years, the MoU has assumed a central place in the way many National Societies approach their working relationships with IMDA, and the Independent Monitor's reports will likely be given priority consideration at upcoming international Red Cross and Red Crescent conferences.

As a member of the Movement, IMDA has access to all constitutionally mandated conferences and events. However, the International Federation has had limited success ensuring many of the benefits of membership for IMDA, as it has proved difficult to overcome decades of conflict within the region. Sister societies and the secretariat need to include IMDA in meetings and forums more often, and be sure to communicate with IMDA as they do with other National Societies about items of mutual interest. Furthermore, there have not been enough opportunities for mutual sharing and learning with peers, contingency planning across borders on a range of disaster and public health risks, or cooperation on IHL issues of vital concern to all members of the Movement. Greater effort to include IMDA in a broad range of program and capacity building initiatives will help overcome an ongoing sense of isolation and neglect.

Movement Cooperation

Magen David Adom in Israel receives nominal payment for its blood and emergency medical services. Friends of MDA Societies outside of Israel have provided significant additional support to ensure the viability of IMDA over many years. These organizations are constituted as NGOs in their home countries and although they have no legal connection to IMDA or the Movement, their purpose is primarily to raise funds for IMDA. Their ongoing support remains critical to IMDA. Efforts are now being made to strengthen the strategic alignment between IMDA and the Friends of MDA organizations.

Magen David Adom in Israel is working towards a formal partnership with the Norwegian Red Cross to be included in its ERU deployments. While there is no formal arrangement, the German Red Cross has also agreed to provide ERU training to IMDA and assist their deployment. Furthermore, the French Red Cross has indicated an interest to support IMDA in its effort to deploy ERU teams. Magen David Adom in Israel has also signed an agreement to coordinate activities with the British Red Cross and the British Friends of MDA. Magen David Adom in Israel has strong working relationships with the American Red Cross, and the Turkish and Jordanian Red Crescent Societies, where they have collaborated on, among other things, youth programs and earthquake preparedness. There is effective cooperation between IMDA and PRCS to provide emergency ambulance services to mixed populations in East Jerusalem, and occasionally in common training. Magen David Adom in Israel has provided training and support to National Societies in other countries, including Uganda, Azerbaijan, Georgia, Myanmar, and the Maldives, and it holds a number of events during the year to which it invites other National Societies as participants or observers. Prominent among these are a summer youth camp and a biennial emergency medical competition.

Magen David Adom in Israel works closely with the ICRC. The International Committee of the Red Cross has been operating in Israel and the occupied Palestinian territory for over 40 years, focusing on protection of civilians in conflict, monitoring the well-being of detainees held by Israeli and Palestinian authorities, and providing humanitarian aid to Palestinians in the West Bank and Gaza. In support of

² Interim Report on the Implementation of the MoU and the AOA Dated 28 November 2005 Between IMDA and PRCS, 26 January 2011.

the MoU, ICRC facilitates the work of the Independent Monitor and provides support to IMDA's Movement Cooperation and Disaster Management Offices. ICRC also works to enhance IMDA's capacity to respond to humanitarian needs and provide a broad range of services common to a well functioning National Society.

The International Federation originally opened its Israel office in 2000 to enhance operational cooperation between the Movement and IMDA. After IMDA's entry into the Movement, the International Federation did not maintain its office or representation in Israel consistently over the years. Currently, the International Federation has a full time country representative in Tel Aviv and is working to facilitate the benefits of membership for both IMDA and the Movement.

Magen David Adom in Israel's Strategic Plan

Magen David Adom in Israel has identified strategic priorities for 2011. These include maintenance and ongoing improvement of its world-class emergency medical and blood services, improving the perception among the general population of IMDA, and increasing its "Red Cross" portfolio, i.e. humanitarian work and the work of the Movement Cooperation Office.

The Movement Cooperation Office has identified three main priorities for the coming year:

1. *Enhance the status of the National Society within the Movement* – Magen David Adom in Israel is a global leader in emergency medical and blood services, as well as preparing for mass-casualty incidents. The NS would like to be recognized within the Movement for its success in these areas and help to build the capacity of sister societies. The NS also wants to increase the number of ERU deployments and partnerships with sister societies, place a long-term IMDA delegate within a Movement operation, improve its reporting, and increase assistance to the elderly in Israel.
2. *Improve and expand dissemination of IHL and the Fundamental Principles* – Specifically, IMDA would like to publish a pamphlet on IHL and the Fundamental Principles for dissemination within the NS, reactivate and expand its corps of trainers through a Training of Trainers program, integrate its training goals into the regular training of stations and dispatch points, and create a feedback mechanism to improve reporting and accuracy of data.
3. *Increased capacity for tracing services* – Similarly, IMDA would like to better educate its staff on tracing, expand and network of volunteers who can assist with tracing services. IMDA has already achieved one of its objectives, to host a global conference on tracing with other National Societies.

The National Society is aware of Strategy 2020 and while no direct or explicit connection is made in its plans, the work of the Movement Coordination Office continues to be deeply informed and guided by Federation policies and plans.

Secretariat supported programmes in 2011

Secretariat support to IMDA in 2011 will focus on **facilitating the benefits of IMDA's membership for both IMDA and other components of the Movement**. Specifically, IFRC intends to help raise IMDA's profile outside of Israel, enhance its commitment to the Fundamental Principles both within and outside of Israel, increase its capacity through exchanges with other National Societies, and prepare for the statutory meetings in November 2011 by aligning messages and plans within and between IMDA and the IFRC secretariat.

Outcome 1: IMDA will raise its profile and enhance its reputation within the Movement through its work in international disaster response, preparedness and development.

Objective 1.1: Increase support of sister NS in diversity, value and frequency

In 2010 IMDA deployed with both the German and the Norwegian RC in response to Haiti to help staff medical clinics. Delegates also deployed with the American RC and IMDA provided training and support to NS in Maldives, and Sri Lanka, among others. They also hosted a hugely successful conference on tracing with 23 sister societies in attendance. Currently, IMDA is building and
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managing a clinic to provide prosthetics to earthquake victims in Haiti. Over the past few years, IMDA has partnered with the Turkish and Jordanian Red Crescents for youth camps and earthquake preparedness. While this is an impressive list, given the expertise and resources of IMDA, as well as the strategic value of its international engagement recognized by the NS, the International Federation, and ICRC, there is an interest to expand and increase IMDA activity outside of Israel.

Specific indicators of success may include:

- IMDA delegate placed in a Federation delegation for 12 months or longer
- IMDA staff seconded to Federation secretariat
- The number of staff deployed for international missions increases from the previous year
- The number of societies that co-deploy with IMDA for emergency response increases from the previous year
- IMDA contributes funds to an IFRC or Movement appeal
- IMDA provides funds to a national society for their implementation

While IMDA is prepared to fund short-term ERU deployments of a small group of its staff, there is insufficient evidence of opportunity and benefit to encourage the National Society to fund longer term missions. In the short-term, cost sharing international delegates will be essential to build the confidence and interest of IMDA so that their contribution to the Movement's work around the world can be increased and diversified. This plan and budget includes some initial, modest funds (60,000 CHF) for this purpose.

Objective 1.2: Create and enhance partnerships with other NS

IMDA has had some important successes building partnerships with other National Societies in the last couple of years. Recent commitments from the Norwegian and German Red Cross Societies will increase IMDA's capacity for and access to ERU deployments. IMDA has also signed an agreement to collaborate with the British Red Cross. Some of these partnerships have worked well, in particular with the American, Norwegian and German RC, and others are not yet active. The secretariat will work with IMDA and sister NS to realize the opportunities created by these partnerships and to identify new opportunities.

Specific indicators of success include:

- Exchange of letters of commitment with other National Societies
- Deployment or training with NS that IMDA has not yet trained or deployed with
- A partnership agreement with an additional national society

It is unlikely that additional funds are required for this objective. The country representative will seek out and advocate for partnerships and exchanges wherever possible.

Objective 1.3: Increase coverage of IMDA's work on Movement media

Communication between IMDA and the secretariat has historically been concentrated at the highest levels of management and often focused on political issues. The NS does not provide a lot of content for the secretariat to publish, and often does not receive basic information and updates from the secretariat. Among the consequences of this disconnect is that IMDA's work within and outside Israel gets very little coverage from Movement media.

Specific indicators of success include:

- IMDA generates for each international activity a press release or story for secretariat media
- Major events concerning IMDA in Israel are covered on the International Federation's public web site within a reasonable timeframe, as determined by communications professionals
- IMDA international deployments are covered in Movement media

Support from secretariat communications officers in the Zone and Geneva is essential.

Outcome 1: Potential risks and challenges

Risk/Challenge	Mitigating Strategy	Unlikely - Likely	Impact
More NS reluctant to host IMDA delegates	Advocate with NS, ask secretariat to advocate.	Likely	Too few partners create too few opportunities.
Secretariat reluctant to host IMDA delegates	Search for a good fit and broker placement.	Likely	Ongoing lack of knowledge of benefits within NS and secretariat.
Lack of funding for delegate positions or deployments	Partial funding covered in P&B.	Likely	Ongoing lack of experience.
Lack of consensus within IMDA to allocate time or money to international relief and development within the Movement framework.	Advocate within NS. Demonstrate value in other areas.	Likely	Mixed messages, delayed decision making and missed opportunities.
Lack of existing relationships between communication and other technical staff in secretariat and IMDA	Make introductions, encourage connections, remind/advocate.	Unlikely	Ongoing sense of isolation and neglect.

Outcome 2: IMDA's commitment to the Fundamental Principles and its role in both domestic and international disaster response, preparedness and development will be enhanced within Israel and the Movement.

Objective 2.1: Define depth of MDA's "red cross" activity

Each year IMDA provides humanitarian services to vulnerable populations. However, some of these services, the value of goods donated, and the hours that staff and volunteers spend on these activities may be unknown or under-reported.

Specific indicators of success include:

- An inventory of non-EMS and non-blood related activity from every region
- Valuation of time and in-kind contributions related to non-EMS and non-blood activity

The country representative will support IMDA in the design, implementation, and analysis of a survey to all stations and dispatch points. Results will be presented to IMDA senior management.

Objective 2.2: Increase humanitarian activity in Israel for vulnerable populations

The National Society currently does important humanitarian work with vulnerable populations. However, given the relative wealth and strength of the NS, it can do more. The humanitarian work of the NS is largely considered to be the domain of a single department rather than important work of the entire organization. Greater internal recognition of the value of humanitarian work will increase awareness of IMDA's connection to the Fundamental Principles and motivate other parts of the organization to implement and support humanitarian work.

Specific indicators of success include:

- An internal statement from senior management about MDA's commitment to humanitarian activity within Israel
- Sub-grants offered to stations and dispatch points for humanitarian programming
- An incentive program for stations, dispatch points or staff for their humanitarian programming

Should the survey described above show previously unknown or under-reported value that IMDA

provides to the community, the country representative will advocate within IMDA for simple statements and incentive programs. If circumstances or new information suggest a need and opportunity to expand IMDA's humanitarian service portfolio for the vulnerable in Israel, then additional support may be required.

Objective 2.3: Disseminate IMDA humanitarian successes to Israeli population

Each year IMDA provides important humanitarian services to vulnerable populations. However, this work goes largely unreported to the Israeli population. Giving a higher profile to the National Society's humanitarian work inside Israel may increase awareness among the Israel population of IMDA's connection to the Red Cross and the Fundamental Principles.

Specific indicators of success include:

- Monthly feature of humanitarian activity on front page of IMDA website
- Communication material provided to stations and dispatch points for dissemination

Technical and in some cases financial support may be necessary to develop stories and communication material. The International Federation to advocate with IMDA management and seek support from IMDA's internal communications team to accommodate requests on public web site and for information campaign.

Objective 2.4: Post IMDA stories on the public website of the International Federation

The story and work of IMDA is largely unknown throughout the secretariat and among National Societies. Yet there are great stories. There are stories from staff, from partners, from the vulnerable in Israel and outside that show deep commitment to the Fundamental Principles and profound gratitude from beneficiaries. We need to tell these stories.

Specific indicators of success include:

- A list of story ideas updated once a year
- At least two stories posted on the International Federation's public web site

The country representative will work with IMDA to pitch stories to the secretariat that demonstrate its commitment to the Fundamental Principles. Agreement from secretariat internal communications to post stories is essential. Technical support may also be necessary to help select and develop story ideas.

Outcome 2: Potential risks and challenges

Risk/Challenge	Mitigating Strategy	Unlikely - Likely	Impact
Lack of interest among IMDA stations and dispatch points	Public support from NS senior management	Unknown	Any change may depend on management support
Lack of time among internal stakeholders to consider requests and communicate decisions	Patience and building support around senior management so messages are received from multiple sources	Likely	Any change may depend on management support
Perception among internal stakeholders that humanitarian work takes away from core business, presents a cost and not a benefit to IMDA	Advocacy and demonstrate value in other areas	Likely	Any change may depend on management support
Lack of money or technical support for communication material	Pursue activities with no cost, integrate with ICRC activity	Likely	Low-impact information campaign
Information campaign is small	Present as part of a larger	Likely	Minor progress

and narrowly focused	vision over time		
Impact of objectives on perception is unknown	Investigate baseline that ICRC took; use this as b-line	Likely	Will not be able to show evidence of value add
Lack of support or time from secretariat communications staff	Advocate and follow-up with secretariat colleagues	Unlikely	Ongoing lack of information about IMDA

Outcome 3: MDA and sister National Societies will gain capacity through more frequent and planned exchanges of information, technical skill and knowledge

Objective 3.1: PR and media training for MDA

IMDA has an interest to develop skills around communication and public relations. There is a sense within the National Society that timely, effective and professional public relations will help educate its constituencies both in and outside Israel.

Specific indicators of success include:

- Secretariat or PNS to provide training
- An increase in the number of NS staff with PR training
- Measurable difference in skills and competencies

The country representative will work to identify and schedule opportunities. Secretariat communications and PNS staff time for planning and implementing training may be essential.

Objective 3.2: Training on, visit to, IFRC Regional Logistics Unit

Among the biggest risks in Israel is a severe earthquake. IMDA is interested in developing a regional contingency plan for earthquake preparedness. After initially working with PRCS, and the Jordanian and Turkish Red Crescent Societies, there have been few opportunities for IMDA to work with National Societies in the region. A visit to the Regional Logistics Unit (RLU) and training on the International Federation logistics system will greatly aid IMDA in preparing to work within the Movement during response to a large-scale earthquake. An assessment visit from the RLU confirmed the need for training.

Specific indicators of success include:

- A visit to the Dubai Regional Logistics Unit
- IMDA participation in a Federation logistics training

A visit to the logistics unit within the region would best support planning. The country representative will advocate for an appropriate visit and training.

Objective 3.3: MDA to provide EMS training to another NS

Objective 3.4: MDA to receive training on social welfare programming from another NS

Objective 3.5: MDA staff and volunteers to participate in DM training with another NS

IMDA is widely recognized as a Movement leader in EMS. There are a number of National Societies that would benefit from training and/or technical support from IMDA on EMS. There are also growing needs among the immigrant and aging community in Israel for social welfare programs. IMDA has relatively little experience in delivering these services. The National Society would benefit from training and/or technical support from another NS in this area. IMDA is also interested in participating in DM training with another NS.

Specific indicators of success include:

- IMDA to provide EMS training to another NS
- IMDA to receive training on social welfare programming from another NS
- IMDA to participate in DM training with another NS.

The country representative will seek out opportunities for mutual training. Some funds may be required.

Objective 3.6: Sector leads in secretariat will regularly seek MDA participation in events
Objective 3.7: IMDA and Movement partners will exchange tools and material for feedback

Given the historical disconnect between IMDA, its sister National Societies and the secretariat, there are few connections among technical staff and IMDA. Secretariat staff routinely leaves IMDA off their contact lists. There is limited pro-active consultation between IMDA and the secretariat and many missed opportunities for input and shared learning.

Specific indicators of success include:

- Secretariat staff in zone proactively identify opportunities for IMDA participation
- IMDA regularly receives routine communication from secretariat sector leads
- IMDA submits some piece of material or tool in development to the secretariat for input
- IMDA receives an invitation to comment or participate in development of secretariat tools

The country representative will work with sector leads in the Zone and in Geneva to ensure that IMDA is contacted as a matter of course along with others when informing, consulting or inviting National Societies for input and participation in meetings and events.

Outcome 3: Potential risks and challenges

Risk/Challenge	Mitigating Strategy	Unlikely - Likely	Impact
Secretariat reluctant to host IMDA or make public its cooperation and communication with IMDA	Advocate within the secretariat	Likely	IMDA continues to be excluded, planning outside region of marginal value
Lack of time or money	Fundraise as needed	Likely	Missed opportunities

Outcome 4: Align communication messages and plans regarding IMDA among secretariat actors to enhance capacity and prepare for Movement and IFRC statutory meetings

Objective 4.1: Enhance communication with ICRC, IFRC Zone, IFRC oPt

National Societies with regional programs and intentions to work with IMDA, along with ICRC, have expressed interest in a permanent Federation presence in Tel Aviv. There is a sense that the Movement can benefit from the International Federation's role in facilitating communication among actors. There is also hope that the International Federation will support IMDA's development as a National Society and inclusion in the Movement.

Specific indicators of success include:

- Conduct monthly meetings with ICRC
- Conduct monthly meetings with IFRC oPt
- Host meetings with National Society regional delegations quarterly
- Conduct at least one meeting with senior representatives in headquarters of National Society interested in providing financial, political or technical support to IMDA

No funding required.

Objective 4.2: Enhance Movement's advocacy with Israeli government

Partial implementation of the MoU and an explicit request in the PAM meeting minutes for the International Federation to support advocacy to the Israeli government suggests that the country representative may be able to add value in IMDA's work with government.

Specific indicators of success include:

- A report and recommendation to the Independent Monitor and IMDA on the status of the red crystal within Israeli law
- Introduction and initial meetings with government officials responsible for issues arising from the MoU and the AOA

While this does not require funding, it may require time for the country representative to gain experience and trust within IMDA and the government.

Objective 4.3: Create a communications plan in anticipation of the statutory meetings in Nov. 2011

The effort, success and challenges related to implementation of the MoU are largely unknown throughout the Movement. As the statutory meetings approach, National Societies and governments should have accurate and comprehensive information to inform their discussion. Furthermore, in order to avoid confusion and promote the most constructive dialogue, the Movement will benefit from common messages.

Specific indicators of success include:

- Key messages about results of the MoU common among secretariat offices
- An information package containing essential information available to governments and National Societies ahead the Statutory Meetings

The country representative will work with counterparts in ICRC, the oPt and others to ensure appropriate communication

Outcome 4: Potential risks and challenges

Risk/Challenge	Mitigating Strategy	Unlikely - Likely	Impact
Lack of information on status of RC law and/or access to key actors	Communication with NS on PAM meeting notes	Likely	The status-quo, i.e. uncertainty or lack of action on RC law
Lack of consensus among secretariat or Movement actors on results or a plan	Regular communication with Zone and Geneva	Likely	Inconsistent messaging, confusion and less constructive dialogue

Role of the secretariat

The secretariat's budget for this plan is CHF 463,051. The Canadian and American Red Cross have confirmed pledges of 15,000 Canadian Dollars and 139,302 US Dollars, respectively. Soft pledges have been received from the British, German and Netherlands Red Cross Societies. A contribution of from the Norwegian Red Cross was originally intended for a separate but related organizational development project. The International Federation hopes to secure these pledges and the balance of funds to support this plan and budget.

a) Technical programme support

The secretariat presence in Israel includes a country representative and an Assistant. Additional technical support may be sought from the secretariat or other National Societies for, among other things, skills and competencies around:

- Maintenance and deployment of an emergency response unit
- Staffing and operations of an emergency response unit
- Public relations and media
- Federation regional logistics unit
- Federation logistics systems
- Social welfare programs
- Disaster management and earthquake contingency planning

b) Partnership development and coordination

Please refer to the sections above, particularly outcomes one and three.

c) Representation and advocacy

The Country Representative has initiated conversations around a formal status agreement for the International Federation in Israel. However, it may be unlikely to realize this objective in 2011. ICRC has been operating in Israel for over 40 years without a status agreement and given the lack of continuity of a Federation office in Israel, the National Society and government will likely want to see evidence of a long-term commitment before beginning the complicated process of securing a status agreement. Currently, the International Federation is operating under the auspices of IMDA.

There remains an outstanding need to amend Israeli law to accommodate The Third Protocol. This is mentioned in reports from the independent Monitor supporting the IMDA-PRCS MoU. The International Federation will pursue this issue to the extent possible, first by doing research to confirm outstanding issues.

Promoting gender equity and diversity

While gender equity and diversity within Israel and IMDA are undoubtedly issue, the International Federation does not have explicit objectives within its 2011 operation to effect change in these areas. The International Federation will remain vigilant to ensure gender equity and diversity within its own operations and administration. Furthermore, the country representative will react to any needs within the National Society as they become known.

Quality, accountability and learning

Magen David Adom in Israel is deeply committed to quality control and real time assessment in its emergency medical and blood services. All activity is closely monitored and managed according to well defined protocols. While the system appears world class, the National Society is not satisfied and employs a team of programmers to evaluate and refine its software.

This extraordinary level of quality control can better inform planning, monitoring and evaluation of other activities throughout the National Society. In particular, there is a sense that IMDA does not do long-term, strategic planning well. Given the history of the country and the National Society, the culture continues to be emergency-oriented. As the International Federation gains experience working with IMDA and a deeper trust is developed, organizational development initiatives around long-term, strategic planning, alignment of plans across departments and with partners, and improved reporting may be appropriate interventions.

How we work

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

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