

# OPERATIONS UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## IRAQ: HUMANITARIAN CRISIS - POST WAR REHABILITATION

04 August 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 180 countries. For more information: [www.ifrc.org](http://www.ifrc.org)

### In Brief

Appeal No. 08/03; Operations Update no. 17; Period covered: 15 March to 15 July 2005

#### Appeal History:

- Appeal launched on 20 March 2003 for CHF 111,039,000 (USD 88,116,615 or EUR 71,228,675) for 305,000 beneficiaries for nine months.
- On 5 September 2003, the appeal was revised with budgets reduced to CHF 30,937,000 (USD 24,551,080 or EUR 19,844,625)
- This Emergency Appeal is being extended to 31 December 2005 (with no change to the existing budgets)

Disaster Relief Emergency Funds (DREF) allocated: CHF 75,000 during pre-positioning phase in early 2003 (refunded to DREF)

Appeal coverage: 107.7%. [Please click here to go directly to the Contributions List available on the Federation's website.](#)

#### Related Emergency or Annual Appeals:

Iraq and Neighbouring Countries: Humanitarian Crisis Emergency Appeal. (Appeal no.08/03) For details, please go to the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?03/0803.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?03/0803.pdf)

Iraq and Neighbouring Countries: Humanitarian Crisis Revised Emergency Appeal. (Appeal no.08/03) For details, please go to the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?03/0803revised.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?03/0803revised.pdf)

#### Operational Summary

More than 150 days on from the general elections in January 2005, security in Iraq has continued to deteriorate hampering basic services and humanitarian efforts. Several devastating bomb attacks and a serious increase in criminality have kept the country extremely unsafe, not only for foreigners but also for the local population. More than 1,000 people were killed during last three-four months, equal to 34 civilians every single day.

Despite ongoing challenges, the Red Crescent has continued to be a consistent partner to some of the country's most vulnerable people. On 8-10 July 2005, it convened a general assembly and elected a new president, a new vice-president and nine members of the Governing Board; for the first time, seven of the governing board members represent Iraqi Red Crescent branches. This has been a significant change. A new Secretary General has also been appointed.

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**Operational developments**

In the midst of the deteriorating security, the Iraqi Red Crescent Society has been trying to sustain the quality of its services benefiting thousands of people. It is the main, if not the only, indigenous organisation currently implementing relief distributions and other humanitarian activities in the country. This support has been essential for the population living in highly volatile areas such as Fallujah, Al-Qaim, Tal Aafar and Baquba, as well as for the vulnerable populations in many other parts of the country.

Capacity building is slowly starting to show results and hopefully, this can be maintained.

**Organisational Development****Objective 1: The Iraqi Red Crescent foundations are strengthened.**

#	Expected Results	Status
1	The new Statutes were drafted in a participatory manner and adopted at the end of 2003.	The Statutes of the Iraqi Red Crescent Society, adopted in December 2003, have been disseminated to all members and volunteers prior to branch elections which started on 20 May 2005 (based on report of NS).
2	In accordance with the new Statutes, a new Governing Board has been elected and approved by the General Assembly of the Iraqi Red Crescent; Roles of the Governance and the Management have been explicitly differentiated in the new Statutes.	By 28 June 2005, all Red Crescent branches have conducted elections. In July 2005, the national society convened the General Assembly in Baghdad and elected a new Governing Board.
3	The Governing Board has adopted policies in all relevant fields to include policies on Volunteers, Youth, Human Resources, Capacity building, Communication. All these policies resulted from participatory discussions at all levels.	Youth and volunteer coordinators from 15 branches, together with the head of the youth and volunteers department supported by the Federation Iraq delegation, drafted a youth and volunteering policy. The policy was developed in a participatory approach. The draft will now be presented to the Governing Board for their review and subsequent approval. The human resources policy is under preparation. Over the coming months, the headquarters will start consultations with the branches in pursuance of a plan of action to be developed jointly by the National Society and Federation Iraq delegation.
4	The gender issues have been systematically addressed through the programmes after the workshops that have been conducted in 2004.	The Gender Pack training manual has been proof-read by experts at the United Nations Development Fund for Women (UNIFEM) and is ready to be printed in August 2005.
5	National headquarters and the branches have jointly developed a national society strategic planning document in the course of 2004.	The strategic planning document is pending. It has been difficult to reach any conclusion with regard to a tangible Strategic Plan within the interim period. Following discussions with the national society, it has been concluded that this is not a priority at the moment. This process is planned to start towards the end of this year, after training on strategic planning has been completed.

		Furthermore, it has been decided that the strategic plan will cover only a short period of time, i.e., one or two years, given the continuing instability in the country.
6	The Iraqi Red Crescent has been recognized for its contribution to the building of the emerging civil society in the country	The national society is continuously improving with regard to the response to emergencies and thereby also gradually improving their role and position within civil society. From next year, the Red Crescent is planning to pilot a participatory development approach, which hopefully will strengthen its visibility and recognition.

**Objective 2: National humanitarian programmes are redefined and implemented according to the Strategy 2010.**

#	Expected Results	Status
1	The Iraqi Red Crescent (at the headquarters and in the branches) has mapped the vulnerability patterns of the Iraqi population. All branches have tailored their programmes to the needs of the vulnerable sections of the population.	As a follow up on the training of trainers (ToT) in vulnerability and capacity assessment (VCA) and rapid damage assessment (RDA), the national society is now implementing those processes in a few branches as a pilot intervention. This will enable the national society and the Federation to better monitor, control and adjust the activities based on lessons learned in the remaining branches.
2	A four year national society development plan has been drafted during 2004; all activities have been regularly monitored by the Red Crescent.	As concluded with regard to the Strategic Plan, the Development Plan is not a priority at this moment. The Operational Plan is partly underway, but does not yet cover all departments and branches. It is also obvious that the Development Plan has now to be further developed after the General Assembly.
3	With an initial support provided by the Federation and the Movement, quality services have been delivered to the target groups.	The national society has been further tested during various relief distributions and other projects such as support to orphanages and immunisation campaigns. Improvement has been registered. Coaching and training to better prepare all programme personnel to deliver better services with improved long term impact will continue.
4	Youth volunteers have been profiled and their skills have been systemically used in the provision of humanitarian services	The Federation is supporting the youth and volunteer department in developing a plan of action. An induction course on the International Red Cross & Red Crescent Movement, its history and mandate, was held for regional youth and volunteers coordinators. In addition, the national society has started monthly meetings of its youth & volunteers coordinators to discuss their ongoing work and challenges. Such meetings will continue. Due to the security situation, some coordinators could not attend.
5	The Iraqi Red Crescent has delivered special services to the target segments of particularly vulnerable population affected by the war including social and psychological support activities whenever needed.	Psycho-social activities have started with the support of the Danish Red Cross. For details, please see 'health and care – psycho-social programmes' section.

**Objective 3: The visibility of the Iraqi Red Crescent has increased and the respect for the Emblem has been reinforced.**

#	Expected Results	Status
1	The public at large has been increasingly recognizing and respecting the National Society, its Emblem, members and activities as a result of the public awareness campaign.	The overall security situation is limiting the possibilities with regard to dissemination and awareness campaigns. As far as possible, public dissemination will be done in conjunction with programme and distribution activities. The issue was discussed during a training session of youth and volunteer coordinators and a plan of action was developed. Amongst other activities, the plan includes campaigns in universities and schools and production of uniforms and leaflets.
2	With the support of the International Committee of the Red Cross (ICRC) and the Federation, the Iraqi Red Crescent has adopted internal regulations which are clearly stipulating the use of the emblem.	The work with internal regulations has not been finished yet. It will be discussed with the new governing board.
3	The Iraqi Red Crescent has established or re-established constructive partnerships with relevant stakeholders.	The Federation has been coaching the Iraqi Red Crescent on the importance of constructive partnerships. The work will continue as the national society needs to improve its understanding of stakeholder involvement.

**Objective 4: The operational and management capacity of the national society at the headquarters and in the branches has improved.**

#	Expected Results	Status
1	Nine branch offices have been rehabilitated and nine others provided through rental or construction thus ensuring that each branch has its own premises, training facilities and an appropriate working environment.	Implemented.
2	All branches have received a needed support in vehicles, equipment, furniture, IT, radio communication and training materials.	The Federation and the ICRC as well as certain partner national societies have provided the Iraqi Red Crescent with vehicles and equipment. Plans are currently underway to provide additional trucks and a radio communication system with some support from the Spanish RC. For the second consecutive year, the Federation has covered the internet connection fees of the Iraqi Red Crescent headquarters.
3	Coordination and communication between the headquarters and the branches and among branches themselves has improved through structured meetings and knowledge sharing panels. The instructions for the use of training equipment have been translated into Arabic as well as training manuals.	This has been a challenge. Due to the political and security situation, structured branch participation and knowledge sharing panels have been pending, although there has been some ad hoc development such as the meeting of youth and volunteers coordinators. Regarding training manuals, a large quantity of material has been translated into Arabic and continues to be done as required.
4	The Iraqi Red Crescent has drafted initial fund raising plans during 2004.	Under discussion and will be addressed seriously after three planned workshops on Project Planning Process (PPP), the Federation's main planning tool, have been conducted. One workshop was already held; two more are planned.

5	New management systems in administration, finances, human resources, IT, public relations and external and internal communication have been adopted, tested and implemented at the headquarters and in the branches	Following the first training course on the new finance software, held in Damascus together with the supplier, a schedule was set for in-country trainings in the northern, middle and southern branches of the national society. A second phase (follow-up) training course will be conducted soon. The accounting software system is being installed at the headquarters.
6	Reporting systems have been in place thus contributing to the transparency and the credibility of the Iraqi Red Crescent in relation to its stakeholders.	Training in effective writing and reporting was held in Amman for some of the heads of departments of the national society, with a scheduled four month follow-up with a trainer. The Organisational Development and Youth & Volunteers departments have shown improvement. Their reports have been accurate and received on time. Other departments have yet to catch up.



**Training on project planning process (PPP), Amman, June 2005**



**Training on effective writing and reporting, Amman, May 2005**

#### **Objective 5: The Iraqi Red Crescent is effectively managing its volunteers.**

#	Expected Results	Status
1	Policies on the Iraqi Red Crescent Youth and volunteers have been discussed at all levels of the National Society and they have been subsequently adopted by the board and implemented during 2004.	Youth and volunteer coordinators from 15 branches, together with the head of the youth and volunteers department supported by the Federation Iraq Delegation, drafted a youth and volunteering policy. This draft will now be presented to the Governing Board for their review and approval.
2	Plans of action for the Iraqi Red Crescent Youth have been approved and gradually implemented in six branches during 2005.	Some plans are being implemented and a more holistic approach is being reviewed with the organisational development delegate. A new plan of action includes all 18 branches.
3	The instructions for the use of training equipment have been translated into Arabic as well as the production of appropriate training manuals.	Implemented.
4	Systems for the volunteer management have been approved and introduced by mid 2004.	This is pending. A volunteer management system has yet to be developed. The process has started.

5	Iraqi Red Crescent volunteers and youth members have been very active and committed.	Following the induction course for Red Crescent youth and volunteer coordinators in June 2005, a plan of action on youth and volunteer activities has been drafted. The plan is expected to be finalised by mid-August 2005.
6	The volunteer support systems to include reimbursement of expenses, per diems, transportation costs, food, training, rewarding, uniforms, security etc. have been adopted and implemented during the second half of 2003.	Implemented. Volunteer support system will be included in the emerging volunteer management system.
7	Iraqi Red Crescent volunteers and youth members have actively participated at the national and international meetings and Red Cross/Red Crescent youth camps.	The security situation is limiting the possibilities of the Iraqi Red Crescent to participate and/or organise such events. During the reporting period, the head of the youth & volunteers department, together with a branch coordinator, participated in the first MENA Youth Network in June 2005. The head of Iraqi Red Crescent youth and volunteer department was elected a member of the MENA Youth Coordinating Committee.
8	A gender perspective has been taken into account in all the activities that have been implemented by volunteers.	This is pending. On a number of occasions, the national society has shown lack of interest in conducting training sessions according to the Gender Pack. Discussions with the Iraqi Red Crescent continue.



An induction course for Red Crescent youth and volunteers coordinators, Amman, 28 June 2005

### Impact

The national society is still responding to various emergencies, appearing more or less on a daily basis. Its youth and volunteers department has been particularly active, finalising various policies, procedures, and the plan of action to better respond to the needs of the population. Implementation of the vulnerability and capacity assessment (VCA), which has started, will enable the national society to better understand problems of their communities and should help the Red Crescent design more focused and better tailored programmes.

### Constraints

The security situation is a major problem. The overall capacity of the national society has been improving, though more still needs to be done.

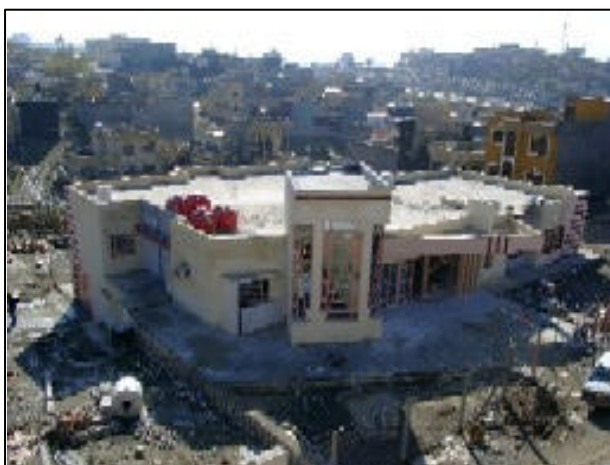
### Federation Coordination

Meetings with the Iraqi Red Crescent, the ICRC, some partner national societies, United Nations (UN) agencies and other organisations have continued to better coordinate humanitarian action in Iraq.

**B) Physical Rehabilitation: transfer of technical expertise**

**Objective: The Iraqi Red Crescent's rehabilitation and maintenance department gained the needed technical and managerial skills to operate independently and has rehabilitated or constructed a number of buildings and/or water/sanitation plants owned or managed by the National Society.**

#	Expected Results	Status
1	An appropriate technical support infrastructure, with an immediate focus on the maintenance of already existing Iraqi Red Crescent health facilities and water sanitation projects has been established.	The engineering department of the National Society is improving. The basic capacity to maintain the national society's own health structure is in place.
2	A joint effort between Iraqi Red Crescent and the Federation was applied to manage, supervise and follow up all related activities that have been run in Iraq.	The engineering department in the National Society has strengthened its capacity to play a more active role.
3	The necessary and related technical skills in water and sanitation engineering according to established SPHERE standards have been transferred to the Iraqi Red Crescent.	Implemented.
4	An independent Iraqi Red Crescent rehabilitation and maintenance department has been fully functional by the end of 2005.	The department has been re-established and is functioning relatively well.
5	A functional cooperation network with stakeholders such as ICRC, Iraqi Red Crescent, international organizations and non-governmental organisations (NGOs).	This is still pending due to the extreme security and political situation.
6	The results achieved by the national society's rehabilitation and maintenance department have been contributing to the overall profile, recognition and relevance of the National Society and this has been communicated to external stakeholders.	This is still pending due to the extreme insecurity and political situation.



**The psycho-social support centre in Suleimaniya is supported by the Bavaria Branch of the German Red Cross**

**Impact**

The capacity of the national society engineering department has been gradually improving. Its management and monitoring skills are better.

The works on the Iraqi Red Crescent maternity hospital (phase II) and the Iraqi Red Crescent Diwaniya branch primary health care (PHC) building are ongoing. The psycho-social centres in Basra and Suleymaniah (funded by German RC) have been equipped and furnished. The Red Crescent's paediatric hospital in Baghdad is being furnished too.

The Iraqi Red Crescent has approached the Federation with a request to support further projects of rehabilitation to hospitals and other buildings; this request is currently being evaluated.

## 2. Health and Care

### A) Community-Based Health Intervention (CBHI)

**Objective 1: The IRCS has an increased capacity in planning, organizing and implementing the health education programme in the PHCs and the community, and organizing volunteer participation in national immunization campaigns (NIDs), in collaboration with the ministry of health and United Nations Children's Fund (UNICEF).**

#	Expected Results	Status
1	Nine hundred thousand beneficiaries in all 18 governorates have benefited from a health campaign for the prevention of diarrhoea and dehydration, malnutrition, and HIV/AIDS, through the implementation of home-visit activities, and health education in PHC centres and other public institutions	900,000 beneficiaries are over-optimistic and this figure is revised down to 300,000. The CBHI programme has been reactivated in five branches - Baghdad, Anbar, Diyala, Salah-aldeen and Basrah. The other 13 branches will start the programme in July/August. During the last two months, some 103,928 people have benefited from the Red Crescent's community based health interventions, according to the report of the Iraqi Red Crescent. The HIV/AIDS activities are being discussed and implementation will start in July, as a separate activity.
2	Volunteers have participated as an independent monitoring body in immunization campaigns in all governorates.	Since March 2005, the Iraqi Red Crescent participated in four campaigns on measles and polio.
3	Oral Re-hydration Units (ORU) attached to primary health care centres in high-risk areas of the cities, have been established and operated by volunteers and trainers using the existing Community Based First Aid (CBFA) course.	In May 2005, the National Society re-started the activities via its volunteers.
4	Health coordinators at headquarters and branches have established regular coordination meeting with community leaders in order to ensure community participation in the development of health programmes.	Ongoing. There have been difficulties in implementation due to the security situation in some of the governorates.
5	Beneficiaries were provided with the basic resources for the treatment of diarrhoea, and basic hygiene implements.	According to the reports of the Iraqi Red Crescent, so far approximately 46,000 people have been provided with basic sources.
6	For the purpose of sustaining implementation of the CBHI programme in each identified community, 300 new Iraqi Red Crescent volunteers in the country have participated in training courses.	According to the national society, this is again functioning as planned and plans for further training has been drawn up and approved.
7	Communication and consultation has been established and maintained between the Iraqi Red Crescent headquarters and the branches.	Communication and consultation has been improved after the elections in the branches. In a physical sense, the planned HF radio network should make a big positive difference when in place.
8	Regular communication with relevant international institutions, and with the Ministry of Health locally in the governorates and nationally (as the MoH is reconstituted post-war) has been established in order to maintain updated information on health problems in the various communities served by the communication and consultation, and to coordinate and cooperate in health-related programmes, as opportunities to do so are identified	Communication with the Ministry of Health is maintained and a plan on cooperation and coordination has been agreed on.

**Objective 2: The Iraqi Red Crescent has an increased capacity in planning, organizing and implementing first aid and health promotion courses in order to improve the national society volunteer capacity that will enable expansion of volunteer intervention via Red Cross/Red Crescent programs in the country.**

#	Expected Results	Status
1	The Iraqi Red Crescent at headquarters and branch level have developed their capacity for professional planning and supervision in training programme matters.	Ten basic first aid courses have been held based on the Federation's new training module, and an implementation plan for the national society has been drawn up. Implementation will start with training of existing first aid trainers and new volunteers.
2	Training materials are produced and a training centre has been organized in each branch.	A scheduled and organised system for training of volunteers has been reinforced. A plan of action has been produced for the present quarter (June to September 2005).
3	ToTs are actively implemented in the branches for the health-related programmes.	The initial ToT training will include 18 branches.
4	The national society in all branches has developed the capacity to plan, organize, and train sectors of the public (i.e. ambulance drivers at national level, school teachers, etc.) as part of a generating income activity.	It has been agreed to support a combined dissemination, disaster preparedness and first aid training programme for schools. The programme activity has been approved by the Ministry of Education. Initially, the project will be done as a pilot in Baghdad and only for a selected number of schools in high risk areas of Baghdad. The pilot project will be properly monitored and followed up, prior to extending it to more schools and other "hotspots" in Iraq. In conjunction with this, the schools will also be fitted out with first aid kits. The summer school holidays did not enable to start the implementation. The programme has been postponed until October 2005. It is unlikely, however, that it will generate any income considering the current situation in the country.
5	National society branches have developed a proficiency in recruitment, scheduling and training of new volunteers in basic first aid and for the CBHI programme.	The plan of action has been approved and the activity has resumed.
6	Three hundred volunteers have been trained in health promotion, 4,350 in first aid and 90 in advanced first aid.	A new plan has been produced to train additional 560 new volunteers in first aid, 60 volunteers as trainers (ToT) and 720 volunteers in HIV/AIDS.
7	As a standard part of their induction, new incoming Iraqi Red Crescent volunteers are being trained in basic first aid and also oriented to the CBHI programme opportunity	The upgraded first aid programme has been designed and implementation has started in the branches.

### Impact

The support to volunteers will continue, and in particular in conflict areas. Volunteers will be provided with more first aid kits. Used first aid materials will be restocked. The outcome and impact of this activity will be closely monitored. First aid and disaster preparedness training in schools will start after the summer holidays.

**B) Psycho-social programmes**

**Objective 1: The Iraqi Red Crescent volunteers have an improved psychological well-being after being released from tension and stress and their coping strategies and the capacity to provide psychological support to individuals and families in the community have consequently increased.**

#	Expected Results	Status
1	All volunteers and staff members have been given with the possibility of expressing their professional experiences and have been acknowledged for their achievements.	Has yet to be done.
2	A supportive working environment for volunteers has been created and the number of active volunteers has increased	Following an initial consultative workshop with the involvement of expertise from the Danish Red Cross, initial training and necessary preparations for nine selected staff and volunteer members have started. In total, five workshops have been planned. Three of those were conducted in Amman. In July and August 2005, the remaining two workshops will be held, including the one on the project planning process (PPP). After the training, the participants will develop pilot programmes for implementation in three selected areas: Baghdad (including Falluja), Suleymaniah and Basra.
3	The Iraqi Red Crescent branches have been increasingly aware of the “best practices” in the field of psychosocial support.	Still to be implemented.
4	Communities have an increased awareness of the importance of rebuilding people’s emotional well being in highly stressful and traumatic situations as the one in Iraq.	In order to implement this properly, the national society has to be properly prepared. Training interventions have started in psycho-social support, communication and other areas.
5	Capacity and ability to cope with psychological reactions in the community has strengthened.	The national society does not have necessary skills and experience in order to achieve this expected result for the time being.
6	Elements of psychosocial support programme have been formally introduced into programmes and curricula of the CBHI training, organisational development and volunteer management, youth programmes, principles and values, tracing and disaster management.	This will be continuously incorporated and strengthened as the capacity of the national society in the psycho-social support field improves.
7	Close corporation with ICRC in caring for volunteers working in tracing and ERWA has been established	Will be included as an activity in Basra and Suleymaniah.



**The first consultative workshop on psycho-social support, February 2005**

**Objective 2: Six hundred victims of wars were provided with an appropriate vocational education as a part of their psychosocial rehabilitation aimed at empowering coping mechanisms of vulnerable individuals and their communities.**

#	Expected Results	Status
1	Two centres for rehabilitation for war victims have been constructed and used for their vocational education	Both centres have been finalised and handed over to the Iraqi Red Crescent.
2	Six hundred victims of war have gained new skills and are ready to put them into the practice.	Still to be implemented.
3	The psychosocial support groups for victims, their families and communities are fully functional	It has become obvious that the national society needs further improvement of PSP human resources in order to properly address any field activity. Additional workshops and training in communication and PPP are planned.
4	Awareness sessions within the communities on limitations and capacities of victims of war were regularly conducted in the branch.	Please see expected result 3.
5	The number of war disabled serving as Iraqi Red Crescent volunteers is increased by 600 new volunteers per annum.	Most probably, this is not realistic. The expected result will be reviewed as national society capacity improves.
6	Advocacy meetings and public disseminations were taking place.	Please see expected result 3.
7	Radio, television and print publications are being successfully used for programme awareness building.	Please see expected result 3.
8	Increased cooperation and coordination between ICRC, Iraqi Red Crescent and specialized NGOs such as Handicap International	Certain contacts with other stakeholders are ongoing, but are not enough and need to be reinforced as the capacity of the national society is built.

### Impact

For a short term, the objective is to provide the Iraqi Red Crescent with qualified practitioners in psychological support. This has been in process and a part of it was the three training workshops held in Amman. For the next phase, it is expected that these practitioners will develop a plan of action and pilot it in three branches. To help them achieve this, training on project planning process, the Federation's main planning methodology, is scheduled in July 2005.

## 3. Disaster Management

**Objective: The Iraqi Red Crescent has an effective disaster preparedness and response mechanism that ensures an optimal utilization of human and material resources in times of emergencies.**

#	Expected Results	Status
1	The approach of the Iraqi Red Crescent to disaster preparedness and response has been systematized through the organizational capacity building and planning ongoing at headquarters and at branch levels, in addition to the well-planned training courses for its staff and volunteers.	Most of the branches function in this respect. Efforts continue to help the national society improve its disaster management capacities, particularly in the most disaster prone areas.
2	By incorporating the results of vulnerability & capacity assessments, the Iraqi Red Crescent has developed, disseminated and begun implementation of the disaster preparedness plan at all levels, which will be linked to a future government disaster preparedness plan.	VCA activities have started. The focus initially will be on three branches - Basra, Erbil and Baghdad - to manage the process better before any expansion to other areas. Government ministries have shown a high degree of cooperation so far.

		The RDA system is being implemented in six branches - Baghdad, Diyala, Kirkuk, Mosul, Saladine and Anbar. Operation rooms are being established in all of them in addition to one at the Iraqi Red Crescent headquarters.
3	To enhance the Iraqi Red Crescent disaster response capacity, training of trainers on Sphere Project has been conducted. Trainers have been selected from the eighteen Iraqi Red Crescent branches.	The terms of reference of training have been discussed; training agenda and list of participants has been agreed. Training will be held in late September or beginning of October 2005. In addition, a plan of action will be drafted to follow up the work with the participants.
4	The Iraqi Red Crescent has eighteen branch disaster response teams in place to respond quickly to known and anticipated hazards and disasters, based on geographical and historical probabilities.	The disaster preparedness teams have been reactivated in conjunction with the VCA, RDA and Sphere implementation. This covers most of the branches. In due course, the teams will be created in all of the 18 branches as the ongoing activities develop and conclusions are drawn.
5	The Iraqi Red Crescent has sufficient technical resources to successfully implement the disaster preparedness programme at all levels.	Branches will be fitted out following the VCA, RDA and Sphere requirements.
6	The Iraqi Red Crescent has developed disaster management logistics system and has an adequate logistical capacity for responding to minor and medium disasters and related emergency needs.	The planned fleet and warehouse management training is still pending but will be done as soon as the national society is properly prepared for it.
7	The Iraqi Red Crescent has an adequate, pre-positioned, basic disaster preparedness stock standing ready at all levels, in order to respond in a timely and adequate manner in times of emergency.	The Federation has reviewed the needs for DP stocks in areas prone to disasters. The Iraqi Red Crescent has covered areas related to conflict during the last three months based on the existing DP stock. The ICRC has donated some relief items to the national society.
8	The access to educational and non-material support for vulnerable populations has improved through the building of capacities for non-food distribution and as an outcome of the disaster preparedness awareness seminars.	The Iraqi Red Crescent is continuously involved in the distribution of food and non-food items. Due to the overall security situation, disaster preparedness awareness campaigns and seminars are not easy to perform.

## Impact



**Iraqi Red Crescent distributed relief items in Karabala**

The Iraqi Red Crescent has initiated a number of activities to improve its disaster management capacities: steps have been taken to start implementation of VCAs in three branches - Baghdad, Erbil and Basra. Efforts are also made to strengthen rapid damage assessment capacities of the target branches. During the reported period, the Iraqi Red Crescent has been involved in a number of relief distributions: in Fallouja, it distributed relief items to some 10,000 internally displaced families; in Qaim, it assisted 780 families; in Karabala, relief aid was provided to 1,000 families. The national society has also worked with the Sudanese refugee camp in the Anbar governorate. In addition, it has requested the Federation to support another relief distribution for vulnerable families countrywide.

The impact of the disaster management activities as well as the actual capacity of the Iraqi Red Crescent needs to be further analysed. The national society still has to improve its ongoing support to the vulnerable population and not just respond to direct emergencies.

**Disaster Management in the neighbouring countries to Iraq: Jordan and Syria**

**Objective:** Jordan Red Crescent Society (JRCS) and Syrian Arab Red Crescent Society (SARCS) have well-functioning disaster management capacities and have been implementing integrated disaster management programmes.

*NB: A full report on this activity is available on request from the MENA Department in Geneva.*

#	Expected Results	Status
1	Disaster Management Units (DMU) have been established to manage all activities related to natural and man-made disasters.	In Jordan, the organizational structure has been set and a DMU operational group has been added to the developed structure of JRCS. In Syria, the disaster management structure of the SARCS is comprised now of four units; each unit representing a region.
2	National interventions teams of both National Societies were strengthened.	JRCS has started preparation for its NIT training. SARCS has made progress in relation to the establishment of NITs. So far, SARC NIT is comprised of 375 members, of which 104 members are specialised in logistics, camp management, tracing, PSP, relief health, nutrition, WATSAN, and assessment.
3	Logistics systems and procedures have been fully integrated into <i>the modus operandi</i> of the two National Societies	JRCS is currently in the process of reviewing procedures in terms of structure, units and available human resources. The DMUs at JRCS and SARC are considering a plan for further training for logistics staff at headquarters and branch levels.
4	Selected volunteers and or staff members from these National Societies were trained in disaster preparedness	In Jordan, a DP ToT was held in February 2005. Twenty-six volunteers have been recruited, according to selection criteria, from the three regions (North, Middle, and South) to support the regional coordinators endeavours in covering the targeted region. In Syria, DP ToT was held in Sweida from 20-25 March 2005. Twenty-eight volunteer attended this training, and have been trained, afterwards, on VCA.
5	The regional cooperation in the Middle East has been strengthened through the establishment and the training of a Regional Disaster Response Team (RDRT)	In a process of further development.

**Impact**

Establishment of the disaster management unit at JRCS and all activities associated with it have come to support the national society policy in identifying its role as a relief organization rather than a charity-based one. Furthermore, the new organizational structure and establishment of the DMU has opened channels with possible donors.

Since the establishment of the DMU, SARC has been recognized as a main actor in the disaster management field by governmental authorities. Hence, it has been approached by different institutions to provide training in camp management and disaster relief operations.

DM Coordinators have been increasingly recognizing the importance of improving their skills in management, planning, human resources management, and reporting. Members of executive committees have become more interested in training. Additionally, the national roster of DP trainers has made possible for branches to exchange experiences.

Finally, as a result, branches have become more involved in DMU's activities. Decision making became less centralized in headquarters and more based on input from branches.

### Constraints

Challenges identified by JRCS have been as follows:

- The volunteers' retention mechanism needs to be enhanced.
- More specialized training for DM regional coordinators and focal points at branch level in the field of management, reporting, human resources, planning is needed.
- A mechanism for integrating existing programmes into the DMU structure needs to be strengthened.

Challenges identified by SARC have been:

- DMU is increasingly facing a huge workload compared with available capacities.
- More specialized systematic training programmes need to be developed.
- Communication tools necessary for disaster response need to be put in place.
- Members of executive committees need to become more aware of DM concepts and tools.

## 4. Humanitarian Values

**Objective: Staff and volunteers of the Iraqi Red Crescent at headquarters and in the branches have a good understanding and appreciation of the Fundamental Principles and humanitarian values of the Movement, as well as concerned new Government officials such as the police and the army.**

#	Expected Results	Status
1	All members of the National Society are aware of the humanitarian values of the Movement.	The national society still needs to improve with regard to dissemination among its members. Printed Arabic material will be prepared as a first measure.
2	All training curricula include inter-active sessions on the Fundamental Principles and humanitarian values.	All training done under the Federation supervision includes elements with regard to the dissemination of the focus on the vulnerable population, Fundamental Principles and humanitarian values.
3	Increased visibility of the Iraqi Red Crescent has contributed to a better understanding of its mandate by external stakeholders.	Considered implemented. Certain support will be included also in future programmes.

## 5. Federation management and coordination

**Objective: The Federation's presence in support of the Iraqi Red Crescent has evolved into an advisory role, with a focus on capacity-building that will yield an autonomous and accountable organization.**

#	Expected Results	Status
1	The national society staff have achieved a level of operational independence that minimizes the need for continuing technical support of the Federation.	It is still vital that the Federation and the ICRC continue supporting the national society. However, the present political situation is still putting constraints on the efforts from the Federation and the ICRC.
2	The Federation and the ICRC have harmonized their support of the national society to the maximum benefit of the Iraqi Red Crescent.	The support from the Federation and the ICRC is harmonized and considered being on the correct level. It is anticipated that the Iraqi Red Crescent will focus on its own performance and internal commitments.
3	The National Society is collaborating with UN agencies and with established NGOs in the country where the programmes of these 3 <sup>rd</sup> -party entities serve the goals and objectives of the Iraqi Red Crescent.	This is a very sensitive issue and the ICRC and the Federation have included necessary details in the memorandum of understanding (still to be signed).

The Federation's status agreement as international organisation is still pending. The Federation has responded to all requests from Ministry of Foreign Affairs, i.e., with a summary of activities, past reports of the Federation activities in Iraq etc. However, the process has been delayed.

**Red Cross and Red Crescent Movement -- Principles and initiatives**

The bilateral Cooperation Agreement has been signed and programme activities resumed accordingly. However, the tripartite Movement Memorandum of Understanding has not yet been signed and the Federation and the ICRC are awaiting response from the national society.

Specific initiatives, due to the political, security and internal situation have been taken with regard to programme activities and trainings. The implementation in Iraq is closely monitored and necessary adjustments are being done on a continuous basis.

**National Society Capacity Building**

Guiding and supporting the development of its member national societies is one of the Federation's fundamental tasks. The purpose is to develop an effective, viable, autonomous and legitimate organisation that makes significant difference in the lives of vulnerable people. Because of the ongoing volatile security situation in Iraq, the Federation delegation is coordinating its work with the Iraqi Red Crescent from Amman. Most of the training sessions are conducted there. The focus is on training of trainers so that they can return to their national society and train others. The attention is directed towards strengthening management capacities of the national society to recruit and retain volunteers. To achieve this, a number of measures have been taken such as training of Red Crescent youth and volunteer coordinators, development of a volunteering policy, a code of conduct and plan of action. To improve financial management of the Iraqi Red Crescent, a new accounting software has been purchased and is being installed at the headquarters and in six branches as a pilot initiative. In addition, the Federation is assisting the national society in developing internal administrative regulations and procedures. Following the meeting in Amman which was held in April and attended by Federation Secretariat staff from Geneva and the Iraq delegation as well as the national society representatives, it was decided to try to increase support to the Red Crescent branches to better meet the emerging needs of the population. Lessons learned will be reviewed and will form the basis of future planning.

**Communications – Advocacy and Public Information**

This is mainly the responsibility of the ICRC and the Federation will only support as requested and approved.

*All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation website at <http://www.ifrc.org>*

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