

# Plan 2010-2011



International Federation  
of Red Cross and Red Crescent Societies

## Iraq

### Executive summary

The war and loss of lives continuing in Iraq has put humanitarian issues and services to the fore. The country has suffered from war and sanctions during decades and is yet to recover. Especially, over the past six years, Iraq has become synonymous with violence, extremism and sectarian conflict. The situation has undeniably had a devastating impact on Iraq's 27 million people – half of them being children – and amidst the anger and despair there are millions of families simply wanting to restart their lives.

During 2010-2011, the key areas of support of the International Federation to the Iraqi Red Crescent Society (Iraqi RC) will include guiding the National Society through the preparation of the General Assembly in early 2010; development of a National Society strategy; technical assistance to ongoing processes and capacity building of the key departments; branch development and project support; development of a disaster management strategy within the frame of the disaster risk reduction (DRR); integration of the Iraqi RC into Iraq's disaster management structure; and self-assessment of the National Society. With regards to health and care, the International Federation, under the community based health and first aid (CBHFA) framework, will support intensified psycho-social support programmes (PSP) in the selected communities; along with a school first aid programme throughout 2010-2011. Emphasizing the monitoring role of the Iraqi RC in epidemiological, transmittable diseases; networking and coordination with key ministries, as well as involvement in poliomyelitis and measles vaccination campaigns will be of focus of the International Federation supported programmes in 2010-2011.

The organizational development and capacity building plan has been extended into all fields of involvement of the Plan through integrated and interlinked programmes, projects, and activities with the ultimate aim to facilitate and build capacities of the Iraqi RC. A well functioning National Society working in partnership with the Movement components is crucial, and partners of the Red Cross/Red Crescent (RC/RC) Movement are encouraged to be more actively involved to support the Iraqi RC.

The most socially vulnerable layer of the Iraqi population, students and teachers of primary, secondary and high schools, and Iraqi RC staff and volunteers in the headquarters and local branches will be the target audience.

This Plan has been developed and planned to be implemented by Iraq representation with the extended support of the MENA Zone Office and the International Federation Secretariat in Geneva. The Transitional Committee of the Iraqi RC has expressed its willingness to co-fund its own development plan through programme and project implementation.

The total 2010-2011 budget is CHF 5,157,220 (USD 4,998,378 or EUR 3,393,450). [Click here to go directly to the summary budget of the plan.](#)

# Country context<sup>1</sup>

"Despite the common perception that the armed conflict in Iraq is largely over, widespread violence and a lack of respect for human life continue to affect the Iraqi people. Civilians are the primary victims. Mass explosions and indiscriminate attacks are claiming the lives of hundreds and leaving thousands more wounded every month, mainly in Baghdad, Ninewa and Diyala governorates. In these three governorates, many Iraqis fear for their lives whenever they leave their homes, as anyone could be hit simply by being in the wrong place at the wrong time. The level of insecurity remains high and should not be accepted as somehow 'normal' or unavoidable." *ICRC News Release No. 04/09 12 August 2009.*

Violence is said to be in decline in Iraq and appeared to get better in 2009 in comparison with the previous years' statistics. However, on the other hand, several million Iraqis are still without their homes, and face increasing challenges. All segments of the population have been affected, but especially women and children are the most vulnerable. One of every 10 family is headed by women, and 80% of those are widows having lost their husbands to the fighting.

Overall, Iraq's economy is dependent on oil, and its management by the government is inefficient and struggling with corruption. Petroleum is the only thing that makes Iraq's economy grow, since its other industries are small and underdeveloped.

Iraqis are generally unhappy with their supply of food, water and electricity. A survey dated the end of 2008 indicated that only 16% were satisfied with the amount of electricity they received, down from 32% in 2007. 26% said they were happy with their health services, which has decreased from 36% in 2007. 31% were satisfied with their drinking water, the same percentage as in 2007.

The war has also disrupted the health care system. Poorly maintained water distribution systems are susceptible to contamination, increasing the potential for diseases. Iraq suffered a cholera outbreak in 2008 that affected more than half of its eighteen provinces and the international organizations have warned that Iraq will face annual cholera incidents.

Half of all schools in Iraq do not fulfill minimum standards to ensure a safe and healthy environment for students, and 63% do not have chlorine testing for drinking water, putting children at risk of waterborne diseases. The figures come from a survey conducted in 2007-2008 by the Ministry of Health, Ministry of Education and their KRG counterparts, in cooperation with World Health Organization (WHO). The survey was based on a sample of 150 schools in eight governorates.

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<sup>1</sup> United Nations Office for the Coordination of Humanitarian Affairs, "Humanitarian Update Iraq February 2009," 2/28/09

- World Health Organization, "Weekly Feedback on Measles in Iraq," WHO Representative's Office in Iraq, 3/8/09
- Inter-Agency Information and Analysis Unit, "Iraq Labour Force Analysis 2003-2008," United Nations Office for the Coordination of Humanitarian Affairs, January 2009
- Inter-Agency Information and Analysis Unit, "Baghdad Governorate Profile," United Nations Office for the Coordination of Humanitarian Affairs, February 2009
- Iraq Labour Force Analysis 2003-2008," United Nations Office for the Coordination of Humanitarian Affairs, January 2009
- International Organization for Migration, "Three Years Of Post-Samarra Displacement In Iraq," 2/22/09
- Special Inspector General for Iraq Reconstruction, "Quarterly Report and Semi-annual Report to the United States Congress," 1/30/09
- World Food Programme, "Comprehensive Food Security & Vulnerability Analysis: Iraq," November 2008
- Special Inspector General for Iraq Reconstruction, "Quarterly Report to the United States Congress," 10/30/09
- "Quarterly Report and Semi-annual Report to the United States Congress," 1/30/09

Measles epidemic has been quickly spreading throughout most of the country and remains a serious risk for the children of Iraq. In 2008, 8,134 measles cases were reported in the country. In the first 18 weeks of 2009 alone, 23,336 cases have been reported in the country, nearly 3 times the total number of cases reported in 2008 and more than the number of cases in the rest of the Middle East and North Africa (MENA) region. The central governorates including Baghdad, Babil, Wassit, Diwaniya, Kerbala and Diyala are the most affected, representing over 80% of total reported cases. The recent rise is due to the low immunity of the population resulting from the relatively poor coverage of routine vaccinations from 2005-2008.

The country has 18% unemployment. 12% of men and 20% of women in the capital Baghdad are unemployed, and throughout the country only 17% of women have jobs or are looking for them - a very low percentage when compared to the men which stands at 81%. Literacy is also high, affecting 24% of women over 10 years old and 11% of men.

## National Society priorities and current work with partners

The Iraqi RC's core programmes focus on health and relief assistance to the most vulnerable groups across the country. These activities are in line with the International Federation's Strategy 2020 and are in response to the prevailing vulnerability patterns in Iraq. The National Society working to meet its current priorities, including the activities supported by Partner National Societies (PNSs), the International Committee of the Red Cross (ICRC) and the International Federation Secretariat. The relative strength of the Iraqi RC in delivering humanitarian assistance is a result of continued involvement in providing relief assistance to victims of both natural and man-made disasters.

The National Society has an accumulated experience over the years. Today the Iraqi RC is one of the few organizations (if not the only) that can deliver critical humanitarian services in all parts of the country under such difficult circumstances. The overall goal is to ensure that the programmes and services of the Iraqi RC are focused on the needs of vulnerable people, and that they are responsive, sustainable and of acceptable standards in performance, accountability and integrity.

The National Society has been going through a tense and challenging phase due to reforming its Statutes and getting prepared for the coming General Assembly in circumstances of heavy burden on the humanitarian front. The Transitional Committee appointed by the prime minister's order in July 2008 continues to reform the National Society with the aim to bring it to the stage of a trustworthy and reliable member of the civil society. This is a painful and long process where the current leadership of the National Society needs support and advice of the International Federation and ICRC in order to meet international standards. The International Federation and ICRC country representations are already fully engaged and have been closely monitoring changes and processes linked to the Iraqi RC.

Work has been going on within the frame of the organisational development committee which has a scheduled graphic of extensive work for the coming two years. This organisational development and capacity building plan has been extended into all fields through integrated and interlinked programmes.

## Secretariat supported programmes in 2010-2011

### Disaster Management

#### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>To reduce the number of deaths, injuries and impact from disasters.</b>

The disaster management programme budget is CHF 473,380 (USD 458,800 or EUR 311,484).

<b>Programme component: Disaster Risk Reduction (DRR)</b>
<b>Outcome 1: Disastrous losses, in lives and in the social, economic and environmental assets of communities have been substantially reduced.</b>

**Outcome 2: Hazards and vulnerabilities, as well as capacities of the Iraqi community have been assessed countrywide, which is a prerequisite to an effective disaster response.**

DRR is about reducing vulnerability and strengthening resilience to the risks posed by natural hazards. The ultimate goal of the 2010-2011 Plan for Iraq is to fully integrate the DRR concept to the Iraqi RC programmes. In 2010, a policy and strategy of the National Society on headquarters and branch levels is planned to be developed. The International Federation plans for a series of DRR workshops, and rapid damage assessments (RDAs) in the exposed five governorates in 2010 and 13 governorates in 2011. Increased effective RDA activities are to be developed along with the community and Iraqi RC disaster management staff. DRR component has also been integrated into the CBHFA and school first aid programme. Iraqi RC staff and volunteers are planned to be integrated into the RC/RC Zonal and Global network of DRR as an essential part of the Movement.

**Programme component: Disaster Preparedness for Effective Response**

**Outcome: The Iraqi RC has improved its capacity in human, financial and material resources for effective disaster management.**

Under this component, a computerized warehouse management system ("LOGIC" warehouse management software) is planned to be put in place in the three regional warehouses including the headquarters and branches of the National Society with extension of implementation countrywide.

International Federation's standard logistics training sessions are planned to be conducted (procurement, warehouse management and fleet management).

**b) Profile of target beneficiaries**

Beneficiaries will be members of the identified communities, and staff and volunteers of the Iraqi RC.

**c) Potential risks and challenges**

High turnover of the Iraqi RC staff and volunteers has been observed in the recent years. In addition, sudden deterioration of the security situation may affect the Iraqi RC as well as the ongoing political process such as the elections in January 2010.

## Health and Care

The health and care services of the Iraqi RC have been primarily focusing on the promotion of first aid and health education. To date, the scope of activities in first aid, CBHFA, general health education on common diseases and injuries, immunization campaigns, PSP, and health in emergencies have substantially expanded.

These programme activities run by the National Society complement the Iraqi government's health programmes.

**a) The purpose and components of the programme**

**Programme purpose**

**Reduce the number of deaths, illnesses and impact from diseases and public health emergencies**

The health and care programme budget is CHF 3,197,950 (USD 3,099,453 or EUR 2,104,251).

**Programme component: Public Health in Emergencies**

**Outcome: Iraqi RC's capacity to meet community health and to focus on delivery of priority health needs is increased.**

This component has been identified as one of the priority areas to further develop within the Iraqi RC. Thus, the International Federation has planned for extensive capacity building/training sessions for Iraqi RC staff and volunteers in this field. In addition, the International Federation will provide technical support to the National Society to develop a health contingency plan, as well as health strategy for the Iraqi RC. Monitoring of the countrywide health and care situation and epidemic, transmittable diseases has been integrated to this component as well.

**Programme component: Community Based Health and First Aid**

**Outcome 1: Healthy communities which are able to cope with health challenges are increased through community based integrated health and first aid activities.**

**Outcome 2: Essential basic first aid knowledge to students of primary, intermediary and secondary schools (up to 17 years of age) as well as teachers has been disseminated.**

By the end of 2010, 900 volunteers are planned to be trained in first aid and CBHFA. 40 National Society volunteers are planned to receive advanced training of trainers (ToT) in first aid. Dissemination of CBHFA in the selected 15 communities is planned to be completed.

By the end of 2011, 300 volunteers are planned to be trained in first aid and CBHFA. 20 National Society volunteers are planned to receive advanced training of trainers (ToT) in first aid. 20% of the communities will be able to cope with health risks and hazards in their environment through activities expanded to the public through primary health centres, institutes, universities, etc.

The International Federation is planning to continue the successful school first aid programme through 2010-2011. 72,000 students of primary, intermediary and secondary schools and teachers will be trained in first aid with extended thematic on hygiene and transmittable diseases. 200 Iraqi RC branch trainers will receive advanced first aid training as refresher course to conduct professional follow up courses for the students. PSP has been incorporated in the thematic of the programme run by qualified staff and volunteers of the Iraqi RC with full support from the International Federation. 3,600 advanced first aid kits will be procured.

**Programme component: PSP**

**Outcome 1: Psycho-social well being and resilience of beneficiaries has been improved through activities conducted by Iraqi RC and the National Society's capacities to deliver psycho-social support services has been enhanced**

**Outcome 2: Capacities of Iraqi RC to deliver comprehensive psycho-social support services to students and teachers in the schools have been improved.**

Intensified PSP component has been planned for 2010-2011 to further enhance and support communities under the CBHFA programme. It has been expected that 50% of targeted beneficiaries will receive psycho-social support services and as such will be coping better with their situation. Iraqi RC staff capacities are planned to be developed further to enable professional delivery of psycho-social services to the identified communities.

The traditional school first aid programme has been also reinforced in the planning phase with the needed PSP component, which will enable students and teachers to have access to Iraqi RC psycho-social support services. The thematic of this outcome has been developed by the MENA Zone PSP consultant.

**Programme component: Measles and Polio Immunization Campaign**

**Outcome: The national effort in reducing the number of cases, deaths and disabilities from vaccine preventable diseases will be supported by monitoring the vaccinations.**

The Transitional Committee of the Iraqi RC has explicitly expressed its willingness to re-assume activities linked to the national polio and measles campaign. The Iraqi RC has an increased capacity in planning, organizing and mobilizing volunteer participation in national immunization campaigns, in close collaboration with the Ministry of Health, WHO and UNICEF.

Iraqi RC will be supported in the monitoring of the two national measles and four poliomyelitis campaigns. It will be actively involved in the cooperation mechanism between the MoH, WHO, UNICEF and the International Federation with regards to the national immunization campaigns.

**Programme component: Relief**

**Outcome: 1,000 wheelchairs are distributed.**

The International Federation will distribute 1,000 wheelchairs for beneficiaries with special needs. Based on Iraqi RC assessment records, urgent cases are identified at branch level.

## **b) Profile of target beneficiaries**

Beneficiaries of the health and care programmes are the most in need in the identified communities, students, children under the age of 3 years, as well as volunteers of the Iraqi RC branches.

## **c) Potential risks and challenges**

The overall security situation may cause obstacles in accessing remote locations and certain districts of cities which may affect the implementation of countrywide programmes.

# Organisational Development/Capacity Building

## **a) The purpose and components of the programme**

<b>Programme purpose:</b>
<b>Increase local community, civil society and Red Cross/Red Crescent capacity to address the most urgent situations of vulnerability.</b>

The organisational development/capacity building budget is CHF 1,485,890 (USD 1,440,125 or EUR 977,716).

The Iraqi RC seeks to enhance its performance at headquarters and branch levels including development of its youth and volunteers base. To improve its overall performance, the Iraqi RC has recognized the need to work on many key organisational development and capacity building issues like strengthening the National Society's legal base, rationalization of management and operational structures, branch development, and recruitment and retention of youth and volunteers to ensure effective service delivery. Analysis of performance of the Iraqi RC has shown clearly that the weaknesses in the National Society include project and report writing, as well as training of human resources on project/programme management.

The Iraqi RC has been intensively working on its legal base, Statutes as well as preparing for the General Assembly. These processes require close attention and assistance from the International Federation. The International Federation, in cooperation with the ICRC, has been leading on organizational development and capacity building issues through programming in the frame of on-job trainings, specific presentations, ad-hoc and planned sessions on emerging fields of interest in various directions. Organizational development and capacity building activities has been incorporated in projects/programmes as much as possible.

<b>Programme purpose</b>
<b>Increase local community, civil society, and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability</b>

<b>Programme component: National Society Organisational Development</b>
<b>Outcome 1: Iraqi RC headquarters is supported in division of roles and responsibilities of governance and management according to the new Statutes</b>
<b>Outcome 2: Iraqi RC leadership is supported in developing a two year strategy.</b>
<b>Outcome 3: Technical support is provided to Iraqi RC in organizational development processes.</b>
Ongoing organisational development processes require assistance in the following fields:
<ul style="list-style-type: none"><li>• Finalisation of the Statutes review jointly with the ICRC;</li><li>• Preparation of a dissemination and communication strategy of the new adopted Statutes;</li><li>• Monitoring and evaluation of the impact at branch and headquarters level through field visits.</li></ul>
By the end of 2010, the International Federation aims that all 18 branches have been following roles and responsibilities of governance and management at all levels as per the Statutes, and new roles and responsibilities have an impact on the day-to-day management of the branches and the headquarters. A series of strategic planning meetings are to be held during 2010 where the Strategy

for two years can be prepared to be approved by the General Assembly and the Governing Board. The Strategy will be and disseminated to staff and volunteers, as well as other stakeholders. The International Federation will give technical support to the Transitional Committee in organizing the General Assembly. At least five meetings (each year) will be organized for the organisational development committee.

**Programme component: National Society Leadership and Management Development**

**Outcome 1: The Iraqi RC leadership and management will be supported to enable the establishment of a sustainable organization.**

**Outcome 2: A strong National Society with sustainable systems, procedures and staff with desired level of managerial competencies will be established.**

Skill development for middle management (directors and heads of departments, programme/project coordinators) have been planned to support the ongoing positive change processes of the National Society. Relationship management between the headquarters and branches will also be an area of focus in 2010-2011.

The International Federation and Iraqi RC have been planning to conduct a self capacity assessment and base-line survey to identify Iraqi RC's real capacities, human resources preparedness and assets. Effective and transparent human resources management will be supported through software and will be fully computerised. Job descriptions for all staff and volunteers will be in place in the Iraqi RC headquarters and branches by the end of 2010.

Proper and effective financial procedures and guidelines will be developed for the headquarters and four branches in 2010 and 14 branches in 2011 through implementing computer based financial management systems based on a software package. Well functioning and compatible financial and accounting system will be in place within the finance department by the end of 2010. The financial management procedures and guidelines will be approved by the National Society auditors. Iraqi RC's financial reporting system has been planned to be developed based on the International Federation's standards.

Iraqi RC programme management staff will be trained in project management planning and reporting in 2010 and 2011. A management and administrative audit will be run by an external auditing company.

**Programme component: Volunteering Development**

**Outcome: National Society's tools and resources to mobilize and maintain networks of volunteers are in place.**

Volunteers (new comers) will be trained on RC/RC Movement Principles which will improve their knowledge in this field. A new volunteering policy and structure in the Iraqi RC will be developed in 2010-2011 with the support from the International Federation.

An induction course on the RC/RC Movement for volunteers will be conducted jointly with ICRC for. Iraqi RC trainers will be supported in organizing a set of trainings for 400 volunteers. The outcomes of the volunteering development workshop held in Amman in January 2009 will be followed up in 2010.

**Programme component: Youth Development**

**Outcome: The involvement of youth in the community is increased.**

The Iraqi RC's youth focal point will be encouraged to be elected or nominated by the leadership to represent the National Society on the regional youth network. Iraqi RC has encouraged its relevant staff to participate in regional meetings and activities within the MENA youth network.

**Programme component: Branch Development**

**Outcome: Nation wide coverage of grassroots units and services is developed.**

Branches' development will be focused on in 2010-2011 by branch development games facilitated by the International Federation representation and MENA Zone Office. Friendly competitions between the branches will be organised during workshops.

**Programme component: Cooperation****Outcome: Iraqi RC's organisational development efforts are supported through effective coordination within and outside the Movement.**

The aim is to integrate the Iraqi RC into the organisational development network of the International Federation. Iraqi RC staff and volunteers are planned to be trained at international courses and will participate in various forums organised by the MENA Zone, including the health and care and disaster management regional network meetings.

Iraqi RC leadership will meet with external potential partners in order to seek continuation of support to its activities.

**b) Profile of target beneficiaries**

The target beneficiaries of the organisational development and capacity building programme are the leadership, general management, middle management, staff and volunteers of the Iraqi RC.

**c) Potential risks and challenges**

High turnover of the Iraqi RC staff and volunteers has been observed in the recent years. In addition, sudden deterioration of the security situation may affect the Iraqi RC as well as the ongoing political process such as the elections in January 2010.

## Principles and Values

**a) The purpose and components of the programme**

Activities related to Principles and Values are included in the components of organisational development.

**Programme purpose**

**Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion**

**Programme component: Promotion of Fundamental Principles and Humanitarian Values**

**Outcome: The roles and responsibilities of governance and management are clarified; and youth and volunteers have improved their knowledge of the Movement and fundamental principles.**

**b) Profile of target beneficiaries**

Refer to organizational development chapter.

**c) Potential risks and challenges**

Refer to the disaster management chapter.

## Role of the secretariat

The secretariat's budget for its support role is shared between the respective programmes. Since 2004, due to the deteriorated security conditions in Iraq in general and bombing of the UN and ICRC premises, the International Federation representation has been maintained in two offices: in Amman (with one expatriate staff) and Baghdad (five national staff). The Baghdad offices has been closely implementing the Annual Plan programmes with daily operational management and follow up with the Iraqi RC, as well as monitoring and reporting on programme implementation.

**a) Technical programme support**

Although experienced disaster management, health and care and operational support (finance, administration and reporting) staff is in place, the Iraq representation has been in close cooperation with technical departments of the Secretariat, such as the security unit, legal department, resource mobilization department, logistics department, disaster policy and preparedness department and organizational development department.

Technical support has been provided by the Secretariat on regular and ad-hoc basis as required. More specifically, in the last years, procurement has been implemented by the Baghdad office in cooperation with Iraqi RC following the “*Federation Standard Procurement Procedures and SOPs*” and with close coordination and consultation with the International Federation Secretariat’s logistics department. Warehouse management systems is planned to be implemented with the support of the regional logistics unit (RLU) in Dubai.

## **b) Partnership development and coordination**

The main operational objective of the International Federation is to support the National Society’s capacity building, organisational development efforts and activities in response to current and future programmes. There is a broad understanding of the heightened value and importance of coordination between Movement components, local organizations and UN agencies in order to maximize the impact of humanitarian operations for the most vulnerable segments of the Iraqi population (victims of man-made and natural disasters).

Under the current circumstances, there is a big chance to reactivate the dormant tripartite agreement between the Iraqi RC, ICRC and the International Federation, signed in 2006, which has been suspended. It has been agreed with the Iraq delegation of the ICRC that organizational development will not only be coordinated, but also implemented by all three components of the Movement. More specifically, support will be given in the organization and implementation of the General Assembly including leadership courses for leaders (governance and management) and assessment of the Iraqi RC.

In the field of cooperation, being a permanent member of the emergency working group led by United Nations Assistance Mission in Iraq (UNAMI), the Iraq representation is constantly sharing operational information with UN agencies involved in Iraq operations. Regular meetings take place. In addition, since the donor community, as well as sister National Societies have no direct access to Iraq, the International Federation has been planning for organizing regular donor meetings for coordination of Movement efforts to meet the challenges in the country. The Iraq representation has been directly involved in fundraising activities, as well as awareness rising amongst embassies represented in Jordan and Iraq. Present donors have been continuously informed about progress done on a timely manner (beyond the scope of the institutionally regulated reporting).

The Iraq country representation will seek to strengthen the institutional relationships with relevant intergovernmental bodies, key UN agencies and other humanitarian partners. In addition, opportunities for closer collaboration with both the private sector and academic institutes will be actively explored.

## **Quality, accountability and learning**

During 2009, the management structure, as well as the operational and support services of the Iraq representation had to be revised due to funding constraints. Several tasks were re-assigned and job descriptions reviewed. One expatriate staff is in charge for management of the organisational development/capacity building activities and programmes. National staff based in Baghdad has been subdivided according to field of involvement with higher level of independence and responsibility.

The managerial capacity of the Iraq country representation is planned to be further strengthened; making sure all projects included in the plan are implemented in an effective and efficient way within the defined time frame based on the funds made available for the implementation of the Plan.

By strengthening the Iraq representation’s management system, there will be additional focus on optimizing the Baghdad office structure to ensure increased progress and programme reporting, as well as timely evaluation. All these measures will together increase data driven systems and procedures geared towards enhancing a transparent, flexible and accountable management system.

## How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

### **Global Agenda Goals:**

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

## Contact information

For further information specifically related to this plan, please contact:

- In Iraq: Dr. Yassin Abbas, Chairman of the Transitional Committee, Iraqi Red Crescent Society, Baghdad; email: [ircs\\_int\\_dep@yahoo.com](mailto:ircs_int_dep@yahoo.com); and phone: + 964 79 033749381.
- In Jordan: Mr. Gyula Kadar, Acting Federation Representative, Iraq Representation, Amman; email: [gyula.kadar@ifrc.org](mailto:gyula.kadar@ifrc.org); phone: + 962 6 5694911; and fax: +962 6 5694556;
- In MENA Zone: Martin Faller, Acting Head, Middle East and North Africa Zone, Amman (temporary); email: [martin.faller@ifrc.org](mailto:martin.faller@ifrc.org); phone: +962 6 5694911; and fax: + 962 6 5694556.
- In Geneva: Carmen Corminboeuf, Officer, Zonal Fundraising Support, Resource Mobilization Department; email: [carmen.corminboeuf@ifrc.org](mailto:carmen.corminboeuf@ifrc.org); phone: +41 22 730 4278; and fax: +4122 730 0395.