

Plan 2009-2010



International Federation
of Red Cross and Red Crescent Societies

Iraq

Executive summary

It has been forecasted by various sources that the political situation in Iraq is to remain highly unstable throughout the period of 2009-2010. Violence among Iraq's various communities will persist and fluctuate, as the struggle for power becomes more fragmented¹.

Although the number of casualties has reduced from 80 per day in early 2008 to around 20 in June, the security has again sharply deteriorated in the last week of July. The explosions in Kirkuk and Baghdad proved that whenever the security situation is marked as improved, different insurgent groups target civilians to prove that the situation is far from what can be characterized as good and secure².

Lately, the frequent mention of a possible American military withdrawal from Iraq has not improved the security situation in Iraq since some of the different stakeholders view this future development from different angles. The political situation is becoming more complicated since the provincial elections are unlikely to take place this year. The government of Iraq is trying to re-establish its presence all over the territory and take over the control of the security.

Road travels in all areas are still deemed extremely unsafe under current threat conditions for foreigners. All roads remain very dangerous for Iraqis as well, in particular in areas where there is no official or de facto authority in charge of securing the roads. Kidnapping of civilians is likely to continue as a way to gain easy money through ransom requested from their families².

Economic policymaking will be constrained by the weakness of a central government control. As a result, the government's primary aim will be to improve the implementation of the rehabilitation project, in part by encouraging greater local participation and cutting bureaucratic constraints.

Iraq's fiscal account will be supported by historically high oil prices and lower than budgeted government capital spending over the outlook period. It has been expected that the overall revenue will surge by close to 50 per cent in 2008, as increases in oil production are augmented by a strong pick-up in oil prices, although revenue expansion is expected to slow sharply in 2009, as oil prices stabilize.

Real gross domestic product (GDP) growth is expected to strengthen steadily over 2009-2010, boosted by increasing oil production and a slow recovery in the services sector. A measure of recovery is likely in some of Iraq's more ethnically and religiously homogenous southern and western provinces, leading to increased investment, including from Iraq's neighbors, and greater wholesale and retail activity.

After four years of destructive conflict and 15 years of economic hardship, living conditions for millions of Iraqis are in a dangerous decline³. Vulnerabilities, deprivation and serious human rights abuses are widespread. Rule of law is absent in many communities, violence has contributed to at least one in

¹ Economist Intelligence Unit: Iraq Country Report, May 2008.

² Non-Governmental Organisations (NGO) Coordination Committee in Iraq (NCCI) Security Trend Analysis, August 2008

³ Food Security and Vulnerability Analysis (FSVA): World Food Programme (WFP) 2005 estimates that at least four million Iraqis were food insecure, a proxy indicator for vulnerability.

every eight deaths⁴ and at least 60 per cent of Iraqis do not have access to one or more essential social services⁵.

In order to enhance the Iraqi Red Crescent (Iraqi RC) to deliver critical humanitarian services to the most vulnerable in all parts of the country under the current extreme circumstances, and through its effective branch structures along with dedicated staff and volunteer base, the International Federation has been intensively planning activities for 2009-2010. Based on the situation of the National Society, this two-year plan will focus on organizational development and capacity building programmes. In terms of institutional development, focus will be given to leadership and branch development, governance and management, the National Society's self assessment and assessment of the humanitarian context of governorates in Iraq. In addition, special attention will be paid to development of financial systems/procedures, the establishment of a computerized accounting system based on international standards and an enhanced monitoring and evaluation system. In the meantime, trainings in planning and management, writing and reporting, and youth and volunteering, will be conducted.

In the disaster response area, the International Federation will support wheelchairs for 5,000 disabled people (each year) in need of assistance. The creation of national intervention teams (NITs) for disaster response is an additional priority programme area.

The total 2009-2010 budget is CHF 7,604,803 (USD 6,951,374 or EUR 4,843,824). [Click here to go directly to the attached summary budget of the plan.](#)

Country context

	Most recent data	Previously
Population	28,993.4 p/1000 (2007) <i>WHO</i>	
Under 5 mortality	46 p/1,000 (2006) <i>UNICEF</i>	50 p/1,000 (1990) <i>UN Population Division</i>
Life expectancy (male)	60 (2005) <i>UN Population Division</i>	63 (1998) <i>UN Population Division</i>
Malnutrition rate (underweight)	8 percent (2006) <i>UNICEF</i>	15.7 percent (2005) <i>WFP</i>
Annual Household income	Median per capita household income for the first half of 2004 207,000 Iraqi Dinars ≈ US\$144 (2004) <i>UNDP</i>	Median per capita household income for 2003 366,000 Iraqi Dinars ≈ US\$255 (2004) <i>UNDP</i>
Internally Displaced Persons (IDPs) - number and percent of population	2.4 million ≈ 8 percent of population (2007) <i>IOM</i>	1,172,002 ≈ 4percent of population (2005) <i>UNHCR (cluster F update 2007)</i>
Refugees In-country	44,406 (2007) <i>UNHCR</i>	50,177 (2005) <i>UNHCR</i>
Abroad	2 million seeking refuge (2007) <i>UNHCR</i>	525,140 (1999) <i>UNHCR</i>
Immunisation rate	60 percent (2007) <i>UNICEF/WHO</i>	69 percent (2000) <i>UNICEF</i>

⁴ Iraq Family Health Survey (IFHS): World Health Organisation (WHO), 2007 (2003-June 2006)

⁵ Based on Iraq Multiple Indicator Cluster (MICS) Survey: United Nations Children's Fund (UNICEF), 2006, which states that only 40 percent of Iraq's population has reliable access to a safe water source

Health

Iraq is struggling to achieve adequate reconstruction of basic services, and securing and applying the investment required for a modern primary, and preventative healthcare system recommended by the WHO remains a challenge.

Half of Iraq's population of 27 million is children. Children in Iraq are suffering from worryingly high levels of malnourishment, according to specialists. Poverty and insecurity are said to be the main causes of the children's deteriorating diets. Despite efforts by NGOs and the Iraqi government, violence and the displacement of hundreds of thousands of people are making it very difficult for monthly food rations to reach those families that need them most. According to UNICEF, about one of every 10 children under five years old in Iraq are underweight and one in five are short for their age.

Water distribution and sewerage networks are badly damaged by breakages and bombing. Malnutrition, lack of medicines and the polluted water are the main reasons in increasing the number of mortality of children. Most of the country lacks effective sanitation. Iraq's Ministry of Water Resources says only 32 per cent of the population has access to clean drinking water, and only 19 per cent has access to a good sewage system.

The increase in the number of attacks against health professionals has prevented the public health system from working properly. Reports say 80 per cent of doctors and professors have deserted hospitals and universities in many areas of Baghdad due to security issues. According to the Iraqi Medical Association (IMA), the shortage of doctors and nurses in Iraq is now critical and having a devastating effect, especially on small towns and villages. Latest research shows that up to 75 per cent of doctors, pharmacists and nurses have left their jobs at universities, clinics and hospitals. The International Committee of the Red Cross (ICRC) sources quoting an estimated more than 2,200 doctors and nurses have been killed and more than 250 kidnapped since 2003. Of the 34,000 doctors registered in 1990, at least 20,000 have left the country⁶.

Education

As a result of two decades of wars and economic hardship brought on by misrule, Iraqi schools fell into disrepair, enrolment dropped, and literacy levels stagnated. Iraq's adult literacy rate is now one of the lowest in all Arab countries; United Nations Educational, Scientific and Cultural Organisation (UNESCO) estimates literacy rates to be less than 60 per cent, or six million illiterate Iraqi adults. Rural residents and women have been hit hardest, as only 37 per cent of rural women can read, and 30 per cent of Iraqi girls of high school age are enrolled in school compared with 42 per cent of boys.

85 per cent of the existing 14,000 schools in Iraq are in need of rehabilitation. The condition of these buildings has deteriorated to such an extent that they do not provide a safe learning and teaching environment. In addition, there is a severe shortage of school supplies, classroom furniture and textbooks, and most teachers have inadequate training.

Government statistics indicate that up to five million children live in difficult social conditions. Some 760,000 children were not able to resume primary school in 2008 and up to 25,000 children are leaving their homes – either to elsewhere in Iraq or abroad – each month. Humanitarian organizations report that the number of Iraqi orphans has increased to half a million and according to Save the Children, one in eight Iraqi children now live on the street.

National Society priorities and current work with partners

The Iraqi RC has been experiencing an extremely difficult transitional period passing a very turbulent stage. Absence of the leadership created vacuum of power in the National Society. At this stage, it is difficult to make correct predictions on how the situation will develop in following months. Although the situation is very tense and unpredictable, it is possible to state that the ongoing changes are affecting all aspects of functions and operations of the National Society, internally including branches and

⁶ WHO sources, 2008

externally including relations and image of the Iraqi RC. Under these circumstances, the role and task of the International Federation has been increasing, and the approach and work with the National Society based on the events is being reorganised.

Since the very beginning of the situation, the International Federation delegation and the ICRC delegation have been in contact with the Transitional Committee based on the request of the Prime Minister and the committee to help the Iraqi RC overcome difficulties and be operational in full capacity as a neutral, independent and impartial component of the Movement. Special attention has been given by both delegations to the development of the change process in the National Society, especially in enhancing the accountability and transparency of its operations, and the development of its strategy. As a part of organizational development, it has been agreed that the Iraq delegations of the International Federation and ICRC, along with the Iraqi RC, will implement an assessment of the National Society on the headquarters and branches level (the last assessment has been conducted in 2003).

Organizational Development:

With the technical assistance and support from the International Federation and the ICRC, the Iraqi RC leadership aims to manage the transitional period based on the principles of the Red Cross/Red Crescent (RC/RC) Movement and statutes of the National Society. This process will lead the National Society to organize and conduct an extraordinary General Assembly. The Iraqi RC will clarify the role of the leadership, and the distinction between governance and management.

The entire National Society will be assessed, along with the humanitarian context in the governorates (humanitarian end-user analyses, humanitarian mapping, etc.). In addition, financial development of the National Society is crucial.

From a point of view of the reputation of the Iraqi RC, the International Federation and National Society consider extremely important to re-establish financial accountability and transparency. From this perspective, it is very important to implement an external audit of the National Society. Another important task is to establish a computerised accounting system at the headquarters and branches, as well as further development of the financial system and procedures in compliance with the international standards.

Most of the organizations operating in Iraq have been lacking a clear picture of the situation and operating conditions on the community level. It is important to address the target beneficiaries and mechanisms of cooperation between actors in the field - local authorities, international non-governmental organisations (INGOs), and National Society branches. Assessment of governorates' vulnerability will have to be one of the tasks.

Disaster management:

Development of systems, policy and procedures, as well as establishment of timely response mechanisms on the level of headquarters and branches will be prioritised.

Health and care:

The Iraqi RC, with the support of the International Federation, will continue to provide public health services in emergencies, including CBFA, school first aid, HIV/AIDS awareness campaigns, and establishment of MMUs to serve remote villages and areas with limited access to health services.

Partner Mapping

Partner	Programme Support
UNICEF	Rapid response mechanism in emergencies
United Nations Higher Commissioner for Refugees (UNHCR)	Non-food items, tents for internally displaced persons (IDPs)
WFP	Food items for IDPs
Turkish Red Crescent	Response to Mosul Emergency Appeal of, non-food items, hygiene kits
United Arab Emirates Red Crescent	Response to Mosul bombing

German Red Cross	First aid kits, and kits for people wounded
Kuwait Red Crescent	Food items
Iranian Red Crescent	Support to hospitals, relief for the southern regions of Iraq, medicines and supplies
Netherlands Red Cross	Response to Mosul Emergency Appeal
ICRC	Tracing service, food relief, response to Mosul Emergency Appeal
Government of Iraq	Donations through the Ministry of Finance

Secretariat supported programmes in 2009-2010

The logframes on the respective Global Agenda Goals are available at the country representation upon request (please see the contact details in the end of the plan).

Disaster Management

a) The purpose and components of the programme

Iraqi RC has accumulated certain experience in disaster management, namely in the implementation of relief programmes. Through the existing voluntary service in the country wide network of branches, the National Society is able to reach out to the vulnerable population country wide.

The International Federation's effort will focus on a systematic approach to development aspects of the Iraqi RC, aiming to fulfil the criteria of a well prepared National Society for disasters.

In 2009, the preparatory work for the development of an emergency response and contingency plan will be initiated. A system of NITs within the Iraqi RC will be established, and logistics systems - including warehouse management computerization - will be developed. Vulnerability and capacity assessment of communities in the northern Governorates will be carried out and wheelchairs for disabled will be provided.

In 2010, disaster management related development programmes will be continued. The disaster response and contingency plans of the National Society will be completed and the communication systems by updating radio hardware and providing training component for practitioners will be improved. NITs will be further developed, and in terms of logistics development, warehouse management activities will continue for remaining warehouses. Vulnerability and capacity assessment results will be analyzed, evaluated and published and will be used for other communities. Relief assistance to disabled population by providing wheelchairs will continue.

Programme purpose

To reduce the number of deaths, injuries, and impact from disasters.

The disaster management programme budget is CHF 2,739,828 (USD 2,504,413 or EUR 1,745,113).

Programme component: Disaster Management Planning

Outcome: The ability to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences is increased.

Preparatory work for the development of emergency response and contingency planning guidelines will start with the collection of resources materials in 2009, and will continue with the assignment of staff, a sensitization workshop, and will be finalised with the development of the plan in 2010. A workshop on dissemination of the developed National Society response plan to the branches (one training for 25 participants) will be conducted in 2010. Assessment of existing operational rooms and establishment/equipping based on the assessment for 18 branches will be finalised in 2010.

Programme component: Organizational Preparedness

Outcome 1: The Iraqi RC has improved capacity in skilled human resources, and financial and material capacity for effective disaster management.

Assessment and procurement of the outstanding radio-communications equipment for the headquarters and branches, plus the training anticipated for 25 participants will be done in 2010. Related to the NITs, in 2009, advanced field training on safe access, logistics and water sanitation for 120 National Society staff and volunteers will be carried out through three training courses, based on zone classification (40 from the north, 40 from the centre and 40 from the south). Later on, NITs will be deployed in the north, centre and southern governorates. Follow up workshops and field exercises which will follow the basic training sessions will be conducted in 2010. Necessary rescue equipment and tools will be procured and handed over to the National Society in 2010.

Related to logistics development: computerized warehouse management systems will be in place in the seven regional warehouses. Advanced training in warehouse management will be conducted for 15 participants in 2009, along with the deployment of the LOGIC warehouse management software. Follow up training for the warehouse management staff and installation of software for the remaining warehouses will be done in 2010.

Outcome 2: Vulnerabilities and capacities of the Iraqi community are assessed, which will enable effective response.

With this outcome, the awareness of the community on the vulnerabilities, capacities, community needs and means to mitigate the effects of disasters using available community resources for preparedness are aimed to be increased. The vulnerability and capacity assessment (VCA) will be conducted through the designing of the methodology and focusing on target criteria; and training of staff and volunteers on the methodology and on community level in 2009. During 2009-2010, VCA will be conducted in the selected communities of Iraq and the evaluation of findings and implementation of recommendations will be finalised in 2010.

Programme component: Disaster Response

Outcome: Relief assistance is provided to the disabled population by the distribution of 5,000 wheelchairs each year.

The beneficiaries on the district/branch level will be selected based on assessments conducted by Iraqi RC staff. Procurement and supplier contracting will follow relevant International Federation standard procurement procedures and tender methodology. The distributions will be finalised and monitoring on quality and quantity will be ensured as an integral part of programme implementation.

b) Profile of target beneficiaries

Beneficiaries are selected as per the criteria developed by the National Society. These are based on the information provided by the governorates' offices and local authorities; assessment of the lists of beneficiaries by the Iraqi RC; and assessment and study of documents related to the disability of the individual beneficiaries. Thus, the beneficiaries included are proven disabled (based on medical record) combined with low income; proven disabled (based on medical record) lacking support of the Iraqi RC and other organizations; disabled included in the priority beneficiary list of the Iraqi RC; proven disabled (based on medical record) deriving from mine, road-side bomb and unexploded ordnance (UXO); and proven disabled (based on medical record) of children (minimum age of 4).

c) Potential risks and challenges

The process of changing Iraqi RCS's leadership will take longer time than it has been anticipated. In addition, the fluctuation of the general security situation in Iraq may affect International Federation plans in 2009 and 2010. In both ways, the possible scenario for the International Federation is to implement projects directly with the branches on the governorates' level.

Health and Care

a) The purpose and components of the programme

Programme purpose

To reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is CHF 3,260,903 (USD 2,980,716 or EUR 2,077,008).

Programme component: Community Based First Aid/First Aid

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

In each year of the 2009-2010 planning cycle, 40 countrywide CBFA courses will be organised with the participation of 20 people each. In addition, 25 HIV/AIDS awareness courses (20 participants each) will be conducted at the universities. Two CBFA training of trainers' (ToT) courses (20 participants each) will be provided to ensure sufficient number of future trainers for the programme. In-kind donations and/or funding for procurement of 1,400 standard first aid kits will be needed.

Outcome 2: Essential basic first aid knowledge to students of secondary schools (17 years of age) and teachers of primary and secondary schools will be provided.

During 2009-2010, 360 teaching staff will be trained in advanced first aid in 18 governorates. In addition, 92,000 students will be trained in first aid (4,600 courses with 20 participants in each) in 18 governorates.

The knowledge of 200 Iraqi RC branch trainers will be refreshed through 20 ToT courses with 10 participants each. A total of 4,320 first aid promotion courses for students will be organised and each year 18 first aid ToT workshops of five days will be conducted for 360 volunteers in nine governorates. In-kind donations and/or funding for procurement of 12,000 standard first aid kits will be needed.

Programme component: Mobile Medical Units

Outcome: Access to curative and preventive health services is improved in the target area by the establishment of three MMUs.

In 2009, three MMU buses will be procured with medical equipment, medical emergency kits, a generator, and support materials. Later on, staff and volunteers who will use MMU equipment and run the operations will be trained. The MMUs will be deployed to three zones (north, centre and south).

b) Profile of target beneficiaries

Beneficiaries of the health and care programmes are volunteers of the National Society branches under CBFA programme, and students and teachers of the intermediary and secondary schools. MMUs will be deployed in the governorates to reach out patients living in remote villages, providing general health screening and assisting in national festivities with high concentration of people. The estimated number of people directly benefiting from the MMUs service is 50,000.

c) Potential risks and challenges

Please refer to the disaster management programme.

Organisational Development/Capacity Building**a) The purpose and components of the programme**

The main focus of the International Federation programmes, in cooperation with the ICRC Iraq delegation, will be on strengthening the foundation of the Iraqi RC. Within this context, the National Society has to have a clear vision on its capacities, internal strengths and weaknesses, and further study and analyse its target beneficiaries.

Programme purpose

Increase local community, civil society and Red Cross/Red Crescent capacity to address the most urgent situations of vulnerability.

The organisational development/capacity building programme budget is CHF 1,604,072 (USD 1,466,245 or EUR 1,021,702).

Programme component: National Society Leadership Capacity

Outcome: The roles and responsibilities of governance and management are clarified and the two-year strategy of the Iraqi RC developed.

In 2009-2010, the International Federation and Iraqi RC are planning to implement three leadership courses (two in 2009 and one in 2010) for branch chairmen, directors and heads of department. A strategic planning workshop for headquarters staff, branch chairmen and directors will be conducted. Project planning process workshops for heads of departments and selected staff from branches (task force for development of operational plans based on strategic plan of the Iraqi RC) will be organised. The Iraqi RC strategy will be printed and disseminated to staff and volunteers, as well as other stakeholders. Upon the request of Iraqi RC, technical/financial support to the National Society's extraordinary General Assembly will be provided.

Programme component: Well Functioning National Society

Outcome: Iraqi RC's resources (human, financial and material) are assessed; proper and effective internal and external communications, financial procedures and guidelines, and accounting systems are in place.

A workshop in assessment methodology will be conducted and the results of the assessment will be implemented in 18 governorates and headquarters. An assessment of the humanitarian context in 18 governorates (including development of methodology) will be organised as well.

A human resources database will be developed in 2010 and guidelines will be disseminated among staff and volunteers. Training on financial procedures for budget holders and financial managers will be conducted on branch and headquarters level. The computerization of an accounting system at the headquarters and branch level (three in 2009 and three in 2010) will be finalised. Coordination meetings with the international relations department and heads of departments will be arranged in 2009 and 2010 for operational planning. In addition, an external audit will be contracted in 2009.

Programme component: Capacity for Programme Development and Management

Outcome: National Society staff is trained to develop, run, improve and report on programmes and projects; and youth and volunteers have improved their knowledge of the Movement and fundamental principles.

In 2009-2010, training of 200 youth and volunteers will be conducted through one training each year. In 2010, planning and reporting trainings (two trainings for 25 participants each will be held.

b) Profile of target beneficiaries

The target groups of the organisational development programme are the staff and volunteers of the Iraqi RC, the chairmen of branches, heads of departments and programme coordinators as well as youth and volunteers.

c) Potential risks and challenges

Please refer to the disaster management programme.

Principles and Values

a) The purpose and components of the programme

Activities related to principles and values are included in the components related to organisational development. Thus, this chapter is the reflection of what has already been planned for under Global Agenda Goal 3.

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.

In 2009-2010, the International Federation and Iraqi RC are planning to implement three leadership courses (two in 2009 and one in 2010) for branch chairmen, directors and heads of department. A

strategic planning workshop for headquarters staff, branch chairmen and directors will be conducted. In 2009-2010, training of 200 youth and volunteers will be conducted through one training each year

b) Profile of target beneficiaries

Please refer to the organisational development programme.

c) Potential risks and challenges

Please refer to the disaster management programme.

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 expatriate staff) and Baghdad. The Baghdad office has been closely implementing the International Federation's Emergency Appeal 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 staff is in place to handle and manage tender bidding, procurement, evaluation and contracting issues, the Iraq country representation has been in close cooperation with technical departments of the secretariat, such as the security unit, 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, procurement of relief items (food, non-food, medical) 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. Automation of warehousing systems is planned to be implemented with the support of the Dubai logistics base of the International Federation, and logistics and IT departments of the secretariat.

Implementation of camp management training will be supported by the disaster policy and preparedness department of the International Federation secretariat.

b) Partnership development and coordination

The main operational objective of the International Federation is to support the National Society's capacity building 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 lately. 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 extraordinary General Assembly (upon request from the Iraqi RC) 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 International Federation's Iraq representation is constantly sharing operational information with UN agencies involved in Iraq operations. Regular meetings take place in Amman. In addition, since the donor community as well as sister National Societies have no direct access to Iraq, the International Federation has been organizing regular donor meetings for coordination of Movement efforts to meet the challenges in the country.

The Iraq country representation will seek to strengthen the institutional relationships with relevant inter-governmental 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 and 2010, the managerial capacity of the Iraq country representation is planned to be further increased; making sure all projects included in the plan are implemented in an effective and efficient way within the defined time frame.

By strengthening the International Federation's country 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	
<p>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".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • 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	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none"> • In Iraq: Dr. Eaman Al-Gobory, Member of the Transitional Committee, Iraqi Red Crescent, Baghdad; phone: +964 7901 352 774; email: ealgobory@yahoo.com • In Jordan: Gurgen Boshyan, Head of Iraq Representation, Amman; phone: +962 6 569 4911; mobile: +962 79 661 7939; fax: +962 6 569 4556; email: gurgen.boshyan@ifrc.org • In MENA Zone: Mr. Marwan Jilani, Head of Zone Office (temporary in Amman); email: marwan.jilani@ifrc.org; phone: +962 6 562 79 34; and fax: +962 6 569 45 56 or Mr. Eduard Tschan, Deputy Head of Zone Office; email: eduard.tschan@ifrc.org; phone: +962 79 504 29 22; and fax: +962 6 569 45 56. 	