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# Iraq

## Annual Report 2012

 International Federation  
of Red Cross and Red Crescent Societies

**MAAIQ002**  
**08/06/2013**

**This report covers the  
period 01/03/2012 to  
31/12/2012.**

*An Iraqi Red Crescent (IRCS) beneficiary.  
2012/IRCS*



### Overview

The violence in Iraq persisted throughout the year; according to the Iraq's ministry of health put the total number of people were killed at 2,174 while the Britain-based monitor group Iraq Body Count put the overall death toll at 4,471, more than double the official figures. In the year under review the Iraq Red Crescent Society (IRCS) provided humanitarian assistance directly and indirectly to **427,713** people, and responded to Floods, Syrian Refugees and Cholera emergencies. This highlight the improved preparedness and response capacity of the IRCS despite challenges Iraq continues to face. The response included responding to flooded Baghdad streets and destroyed homes elsewhere in the country. As well as Cholera in North Iraq, that witnessing the second Cholera outbreak in less than five years.

By end of the year under review over 68,645 Syrians were registered in Iraq by UNHCR, with over 56,000 of these hosted in the Kurdistan Region. Iraqi returnees are also increasing in numbers with over 49,000 having entered through Al Waleed and Rabia'a border points as well as by air.

On the 24<sup>th</sup> of September the Office of the Prime Minister announced that the Iraq Parliament had approved Humanitarian assistance to Syrian Refugees, and appointed Iraq Red Crescent as the lead agency to implement the humanitarian intervention.

The IRCS governance and management launched a comprehensive change process with aim of strengthening and improving the quality of its service delivery with a vision to become one of the leading Humanitarian Organizations in the Country. The International Federation of Red Cross and Red Crescent Societies (IFRC) continues to support the National Society in strengthening its structure at headquarters, branches, and sub-branches, review of its statutes as well as its financial management systems.

The IRCS as part of the post-conflict recovery process as well as in its endeavour of becoming the leading humanitarian organization in the Country launched a comprehensive restructuring exercise with aim of strengthening and improving the quality of its service delivery. The process also aimed at developing and implementing measure to ensure operational effectiveness by upgrading the skills of the IRCS staff and volunteers through in-house training, coaching and mentoring.

The Federation support uses a four element strategic framework aims at Improving IRCS services delivery. This includes supporting IRCS in the following :-

- Updating legal and policy documents,
- Improve staff and volunteers skills,
- Standardising Operational procedures regulations, , Programmes implementation guidelines, contingency plans as well as disaster response procedures,
- Upgrading equipment and prepositioning of relief stocks.

It also included coaching of the IRCS Head of Organisational Development Department and the IFRC OD Officer in strategic Planning by the MENA Senior Adviser, Policy, Strategy and Planning, Training in PMER held in Irbil and Beirut, Public Health Training held in Beirut, CBHFA and First Aid Trainers Refresher courses held in Suleimania, New IRCS Finance, Human Resources and Logistics Software Training held in Baghdad as well as Disaster Management Training held in Baghdad. While the Head of IRCS DM and DM officer attended the Multi-sectoral Needs Assessments training held in Kuala Lumpur, Malaysia from March 26- 30, 2012. These also included developing guidelines, installation of the finance, Logistics and Human Resources computer software package at the IRCS Finance Department, prepositioning of relief stocks in Al Qa'im, Duhok, Al Rabyaa, and Mosal branches along the Syria Boarder.

The re-structuring process will be further defined, designed and implemented through the IRCS strategic planning exercise that was launched in April 2012, with the establishment of a taskforces chaired by a member of the Governing Board, composed of Heads of Departments, IFRC, ICRC and PNSs.

The IRCS is investing in build a reputation on its ability to deliver quality and consistent services to the Vulnerable communities in Iraq through well designed, cost effective, innovation and responsiveness programmes implementation. This could not have been achieved without the invaluable financial and technical support from the Swedish Red Cross. The support was vital to the IRCS, as it reposition itself after years of wars, internal conflicts and international sanctions. This strategic direction is also part of the Better Programming Initiative (BPI), as required under the Framework agreement between the Federation and the Swedish Red Cross, signed by the Heads of the two institutions in July 2011. While the Japanese Red Cross and as well as the Department for International Development DFID, have consistently contributed to the implementation of the School First Aid Programme as we as capacity building programme

The Federation Secretary General, Bekele Geleta, held meetings with the Iraq Prime Minister, held meetings with Governing Board, Management, Staff and Volunteers during his visit to Iraq in December. The visit did not only resulted in better profiling the National Society, Federation to the public and Government but also created new energy in the restructuring process within the Governing Board, Management, staff and volunteers of the society.



### Working in partnership

Operational Partners	Agreement
Swedish Red Cross	Memorandum of Understanding on Iraq Returnees Programme(IRP)
	Support to the IFRC Country Rep
Japanese Red Cross	National Society Development
Department for International Development DFID	Health and Social Services.

### Progress towards outcomes

The IFRC support to the IRCS focuses on the following strategic direction.

- Development and implementation of a clear roadmap for building stronger, dynamic, and innovative NS systems articulated in 5-Year Strategic plan in line with strategy 2020
- Strengthening Integrated Planning, designing, packaging, marketing and implementation of Disaster Management, Shelter, CBHFA, Road safety, WatSan and strengthen the Institutional capacity of IRCS to improve programming and implementation under a comprehensive Recovery Programme and the IRCS Migration project.
- Development of IRCS Disaster Management Master Plan (DMMP) and Health and Social Services Master Plan (HSSMP) that provides the framework and road map for the DM and Health programme development and implementation. The DMMP and HSSMP aim at ensuring the National Society growth is planned, and systems developed to enhance performance and accountability in a manner that meets the current and future challenges in Iraq.



**Business Line 1 – To Raise Humanitarian Standards**

**Outcome 1:** Improving NS leadership capacities to develop and implement strategies, to ensure good performance and accountability

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
Clearly defined roles and responsibilities for governance and management at all levels, as per statutes.	4	12	10 Meetings held with IRCS Board and Management
IRCS strategy for 5 years that defines a clear roadmap for building a stronger, dynamic, and innovative NS systems in line with strategy 2020 is developed and approved by the Governing Board	0%	30%	20% -Formation of taskforce, development, approval of ToR, recruitment of a consultant, confirmation of funding.

**Comments on progress towards outcomes**

A total 10 Meetings were held with the IRCS Governance and management staff were held to discuss the restructuring of the IRCS. This resulted to the establishment of the IRCS Strategic Planning Taskforce chaired by a member of the Board and composed of IRCS Heads of Department, IFRC, ICRC and PNSs.

The Head of OD department and IFRC OD officer went through a coaching session on strategic planning facilitated by the MENA Senior Adviser, Policy, Strategy and Planning, This resulted to the development of the first draft of Terms of Reference for the Strategic planning process. The document was further discuss and refined in the newly formed taskforce. It is projected that the Strategic planning process will be completed in the 2<sup>nd</sup> half of 2013.

The IRCS strategic plans aims at developing a clear roadmap for building a stronger, dynamic and innovative NS systems, the first phase was completed including the development of the draft departmental strategies and the selection of the Consultant for the strategic planning process.

**Outcome 2** Ensuring a well-functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
One centralised IRCS HR computerised data base established and functioning	0	1 HR Data base payroll package installed	1 HR Data base payroll package installed
Assessment of IRCS resources , (human, financial and material) based on the National Society' assessment; data base		1 data based developed	1 data based developed and

		and uploaded in the new HR, Logistics and Finance system	uploaded in the new HR, Logistics and Finance system
Humanitarian context analyzed and defined – VCA is conducted, ref. to Disaster risk reduction, DM framework;		1	0
Job descriptions for all staff & volunteers are in place in the IRCS HQ and Branches;	0	100%	50%
Financial management procedures and guidelines approved by NS auditors and financial accounting system implemented in the IRCS;		100%	50%
Well-functioning and compatible financial and accounting system is in place within the IRCS structure.	0	1 finance package installed	1 finance package installed
Internal communication strategy, procedures and tools are in place; external communication guidelines are developed and implemented		1 stakeholders management policy developed, approved and implemented	1 draft stakeholders management policy developed

#### Comments on progress towards outcomes

The installation of the finance, human resources and administration computer software at the IRCS Finance Department is now 80% complete,. The computerisation project is in two parts Installation and training of Finance System that include accounts, Purchasing, and warehousing software and the Installation and training of Administration system that includes HR, Payroll, and Fixed asset software. The training is on-going and will be completed in the 1<sup>st</sup> Quarter of 2013

The project aims at strengthening Human Resources and assets Management, financial procedures, control system and compliance as well as Improve finance reporting

#### Outcome 3: Increasing capacity for programme development and management

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
50 IRCS staff and volunteers are trained in project planning, management and reporting;		50 staff and volunteers	25 staff and volunteers
50 staff have been trained to develop, run, improve and report on programmes and projects	0	50 staff	17staff
425 youth and volunteers – new comers are trained on RC/RC Movement principles	0	425 youths	0
Comments on progress towards outcomes			

A workshop on reporting, facilitated by the IFRC's Senior PMER Officer and Senior Communication Officer, was held in Erbil on 27-29 Dec. 2012. The 17 participants included IRCS program management staff, reporting officers from HQs and branch level. The training is part of the IRCS Human resources skills Development programme aimed at improving planning, monitoring, evaluation and production of report. In addition to equipping the participants with basic PMER tools and knowledge, the training allowed the participants to reflect on their current PMER systems, and based on their ongoing programs, to draw a roadmap for the improvement of its PMER system, during 2013. The sessions allowed the participants to acquire the indispensable knowledge as per the Movement's standards, but also revealed the need for further support in these areas. These needs were acknowledged by an IRCS board member who attended the training as an observer, and future capacity building sessions were discussed and will be programmed for the IRCS staff for 2013.

In addition, Three IRCS Programme managers attended a PMER training organized by the MENA Zone in Beirut in December 2012.

## Business Line 2 – “To grow Red Cross Red Crescent services for vulnerable people”

**Outcome 1:** Ability of IRCS to plan for disasters preparedness, reduce the number of deaths, injuries, and mitigate the impact of droughts on vulnerable communities, improved.

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
3 Drought awareness and mitigation measures training held; finalized field survey in 3 drought potential governorates and Reverse Osmosis units installed in 3 drought prone governorates.		3	0
<i>IRCS disaster response plan developed and implemented</i>		1	1 draft disaster response plan developed
No of disaster response operation		2	Floods, Syrian Refugee/Iraq Returnees, Cholera
No of beneficiaries		120,000	427,713

### Comments on progress towards outcomes

The IRCS was the first humanitarian organisation to respond to the needs of Syrian Refugees during the first influx before UNHCR took over the operation. The Society distributed food parcels, non-food items, hygiene kits and PSP to 417 Syrian refugees in Domiz camp and prepositioned an additional 500 food parcels, 500 non-food item, 1,000 tents, a generator and water tanks in Duhok branch. On the al- Qa'im border, the IRCS distributed NFI parcels, parcels, Hygiene kits, psychosocial support to 700 Syrian Refugees and donated Dressing kits, 10 wheelchairs and 10 commodes. At the Al Rabyaa border, the IRCS intervention included the provision of water, and food, as well as the provision of first aid and PSP activities. In addition, 1,000 tents, 1,000 NFI parcels and 200 food parcels were prepositioned at Mosal branch. IRCS donated food parcels to 631 Syrian refugees in Koya district of Erbil governorate and food, hygiene and essential household items to 450 Syrian refugees in Kirkuk city. IRCS have also provided relief support to Jordanian Lebanese and Syrian Arab, Red Crescent Societies

The first detected case of Cholera was on 23 September 2012 in Suliemanya and Kirkuk. Cases of watery Diarrhea were also registered in Erbil, Babil, Saleheldin and Diayla Governorates. The majority of the cases

registered were in Sulimanya with 4693 reported cases of Acute Watery Diarrhea(AWD) since the onset of the outbreak until 23 October 2012 including 266 confirmed cases of cholera. In Kirkuk, the total number of reported cases of cholera up to 17 October was 160, confirmed by re-examining the cases in the Central Public Health Lab in Baghdad WHO accredited

The rest of the planned activities were not carried out due to drastic reduction in funding



#### Outcome 2 To ensure safe and dignified return for Iraqi Returnees

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
14 Programme assistants of the National Society in headquarters and 6 branches implementing the IRP Project received training on psychosocial support;		14	14
200 Iraq returnees received safely, assisted and reintegrated into their local community.	0	200	59

#### Comments on progress towards outcomes

In line with Strategy 2020, the Iraqi Returnees project (IRP) facilitated social integration of the Iraqi returnees who have voluntarily chosen to return to their homeland after their requests for asylum were rejected. . The programme provides the returnees with information as well as psycho-social, food parcels, temporary accommodation and access to health care services- to facilitate their social reintegration. The total number of direct beneficiaries from this project is 59 people out of the initial target of 200 people in 2012. These included 28 women, 22 men and 9 children. Host families have also benefitted from the support system of the programme through the food parcels. The IRP programme targeted Iraqi Returnees in Sweden who voluntarily chose to return back home, thus beside the target of 200 people only 59 were willing to go back home.

	No of People
Number of returnees referred by the SWRC	52
No of returnees received and transportation from Baghdad Airport to the residence or temporary accommodation	11
No of returnees received and transportation from Erbil Airport to the residence or temporary accommodation	5
No of returnees received and transportation to places of residence in other cities	24
Number of returnees received by relatives/Friends	12
No of Women	12
No of Men	28
No of children	12

As part of the IRCS Human resources skills Development programme a total of 20 Programme assistants of the National Society in headquarters and 6 branches received training on psychosocial support. The training aimed to at improving the quality of services and follow up of Iraqi Returnees.

In order to ensure effective coordination, a Tripartite Meeting between IRCS- SWRC IFRC/Iraq was held in Beirut Mena Zone Office 1-2 November 2012 to discuss the plan of action for future cooperation and outline working-methods/cooperation framework.

### Outcome 3 To increase the capacity of IRCS for an effective delivery of disaster services

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
<i>The National Society headquarters and 18 branches are supported to obtain contingency stock for 20,000 beneficiaries; warehouses of the National Society have improved their up and off-loading capacities with 2 forklifts.</i>	0	2 forklifts	IRCS Procured 2 trucks, 2 pickup and 2 forklifts
<i>50 % of Fleet drivers of IRCS have benefited from road safety programme through being trained on safe driving during disasters.</i>	0	0	0

### Comments on progress towards outcomes

To be prepared to respond to further influxes and increased needs along the Syrian/Iraq border areas IRCS prepositioned 1,000 tents, a generator and water tanks in Al-Qaim and 1,000 tents, 1,000 NFI parcels and 200 food parcels have been prepositioned at Mosal branch, Al Rabyaa border. The IRCS also procured 2 trucks, 2 pickup and 2 forklifts in order to upscale its humanitarian intervention in response to the Syrian Refugee crisis.

## Business Line 3 – “To strengthen the specific Red Cross Red Crescent contribution to development”

**Outcome 1: (Community-based health and first aid) :** IRCS’ volunteers and communities are prepared and able to respond to health and injury priorities in the communities by increasing their capacities

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
By the end of 2012, 940 IRCS’ volunteers trained and gained the skills, knowledge and ability to provide first aid and cope with health and disasters challenges and have access to first aid kits		940 Volunteers	900 Volunteers
No of CBHFA Dissemination sessions and of primary care centres visited		15	15
<b>Comments on progress towards outcomes</b>			
IRCS conducted a CBHFA Training of Trainers (ToT) in March 2012 to form trainers who could train volunteers in assist local communities in raising health awareness and mitigation of communicable diseases, 900 volunteers trained in first aid and community based health and first aid (CBHFA) in the Iraqi Red Crescent.			

**Outcome 2: (School health & first aid) :** Increased capacity of youth in schools as well as teachers in responding to health and injury priorities at school and in communities

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
By the end of 2012, 70,000 students and teachers trained in health promotion, hygiene and first aid by conducting 3500 training course in 18 governorates	0	73,500	70,200
<b>Comments on progress towards outcomes</b>			
First Aid response is a very important skill in Iraq due to inadequate Health services and frequency of injuries as a result of the insecurity situation in Iraq, which can contribute to reducing number of deaths and suffering of Injured before being			

sent for the already over stretched medical facilities. A total of 70,000 students of primary, intermediary and secondary schools and teachers were trained in first aid during 2012.

In order to meet the high demand of First Aid training to student and teacher in Iraq the IRCS, conducted a First Aid Instructors training in December 2012 in Sulaimaniya targeting 25 volunteers. Each of the trained Instructor is expected to conduct a minimum of 12 Training, targeting 30 participants each. Thus increasing the IRCS capacity to training an additional 9000 Students and teachers annually.

**Outcome 3: (Monitoring polio and measles immunization campaign) :** Improved organizing and mobilizing IRCS' volunteers participation in national immunization campaigns to reduce children morbidity and mortality

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
The NS fully participate in the mass public immunization campaigns conducted by the Ministry of Health (MoH) to eradicate polio and measles and to reach out where children were not properly attended to		2 national campaign	0 national measles and 0 poliomyelitis campaign

#### Comments on progress towards outcomes

IRCS took part in 2 national measles and 4 poliomyelitis campaign jointly with the MoH, the IRCS was responsible for community mobilization and education.

**Outcome 4: (Psycho-Social support ) :** IRCS volunteers in hot spots acquired social skills by their participation in the workshops of assistants support

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
The Number of staff and volunteers who have received psychosocial support training		60 Volunteers	60 Volunteers
The no. people who have received psychosocial support		200 Iraq Returnees	6052 Syrian Refugees(6000) and Iraq returnees(52)

#### Comments on progress towards outcomes

The IRCS was the first humanitarian organisation to respond to the needs of Syrian Refugees during the first influx before UNHCR took over the operation. The Society beside the providing relief assistance also provided PSP support to over 6000 refugees arriving from Syria

In order to meet the high demand for PSP, IRCS conducted basic PSP training for 60 volunteers from Rabia'a, Al Qa'im and Al Waleed, branches.

The IRCS Field Monitors conducted 4 visits to each returnee in an interval of 3 months. The visits are intended to provide PSP support, confirm the conditions of the returnees and recommend any additional support required. After each visit a welfare report is done and shared with the Swedish Red Cross through the Federation

All the 15 Project Monitors have received training in Counselling and Psychosocial support.



## Stakeholder participation and feedback

In line with the International Federation of Red Cross and Red Crescent Societies' (IFRC) Strategy 2020, the Iraq Red Crescent (IRCS) deliver services aimed at enhancing community resilience to disasters and public health emergencies. This includes protecting livelihoods and strengthened capacity to recover from disasters and crises, enabling a healthy and safe living, promoting social inclusion and a culture of non-violence and peace. In order for this to be successful, it will need careful coordination and planning of all its aspects.

One area that is essential is external stakeholder management: informing, consulting and co-opting all the various levels of stakeholders to ensure their support and active participation in the Initiative.

It is necessary that the ownership of the Initiative lies with Iraq Red Crescent, and that all processes and activities be fully led by them. This is particularly important for external relations activities, which they themselves would need to carry out.

Experience suggests that building up goodwill for IRCS programmes through careful communications and advocacy is an investment that results to improved relations and open doors for additional sources of resources

Coordination of such efforts is key to ensuring a professional approach and effective external relations. The process must be led by the IRCS, with the IFRC's role being one of technical support and advice.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Security	H	Monitor and take appropriate action Revise security regulations and evacuation plans
Increase in Iraq IDP	H	Develop Contingency plan
Increase in Syrian Refugees	H	Revise Regional Appeal and upscale relief interventions

## Lessons learned and looking ahead

Throughout the cooperation between the Federation and the IRCS, a transparent process of

communication has been maintained based on IFRC , principles and standards.

- It is important to be realistic about the administrative and managerial capacity of the Iraq Red crescent to meet these needs even if financial resources are available. The typical post-conflict National Societies inherits a history in which it has never managed to build an effective Management system even prior to the civil war. The legacy of war has made this task even harder.
- IRCS continued to be committed to reducing the risk and impact of disasters through community preparedness, increasing community access to adequate and nutritious food, reducing deaths, illnesses and impact from diseases in communities, as well as increasing the capacity to implement disaster preparedness, response and recovery in an integrated approach
- Technical and resource mobilisation support continued to be provided to IRCS to align its programmes with the IFRC Strategy 2020, while taking into account emerging issues such as climate change and migration. This has contributed to strengthened disaster preparedness and response, community based health as well as capacity development for the IRCS and the communities.
- The integrated approach promoted by the Federation also enhances the quality of service delivery, which was modelled to ensure holistic support to vulnerable communities.
- Further support will be provided to build NS capacities for national fundraising and diversification of resource mobilization efforts beyond the traditional Partner National Societies
- Gender balance has been taken into consideration to ensure equity and diversity.
- The Iraqi returnees programme resulted in an increased awareness of the needs and constraints involved in providing quality services, and generated great interest in learning more about counselling methods relevant to providing services to returnees. The National Society's ability to respond to future similar cases and programmes has been built further through holding trainings, providing significant opportunities for discussions and exchange of experience,.
- The documentation capacity of the IRCSs is gradually becoming more systematic and providing a strong base for shared knowledge and expertise.

## Financial situation

The decrease in funding resulted to shift in implementation strategy to focus on systems development and decrease programmes implementation as well as drastic reduction of admin and support cost.

**Click here to go directly to the financial report.:**

[http://www.ifrc.org/docs/LTPF Process/LTPF/2012/SP681QLTPF\\_12arf.pdf](http://www.ifrc.org/docs/LTPF%20Process/LTPF/2012/SP681QLTPF_12arf.pdf)

## How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

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



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

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

Find out more on [www.ifrc.org](http://www.ifrc.org)

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