

WHO-EM/POL/191/E/L
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Report on the
**WORKSHOP ON MOBILIZATION FOR
POLIO-ENDEMIC COUNTRIES
IN THE EASTERN MEDITERRANEAN REGION**

Islamabad, Pakistan, 12 February 2002



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Cairo, Egypt
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1. INTRODUCTION

The workshop on resource mobilization for polio-endemic countries in the Eastern Mediterranean Region, which was organized by the WHO Regional Office for the Eastern Mediterranean (EMRO), was opened by Dr Khalif Bile Mohamud, WHO Representative, Pakistan, and chaired by Dr Hichem Lafif, Director of Administration and Finance, EMRO. Participants from Afghanistan, Pakistan, Somalia, Sudan and south Sudan included WHO Representatives and staff from their respective polio eradication teams, and staff from EMRO and WHO headquarters. Dr Faten Kamel, EMRO, and Mr John Fitzsimmons, WHO headquarters, served as rapporteurs.

The objectives were:

1. To review estimated resource requirements for 2002 and explore opportunities for country-level resource mobilization to help meet current and projected funding gaps for polio eradication.
2. To update country level plans of action for resource mobilization and outline next steps by WHO Representatives, EMRO and headquarters, respectively.

In his opening remarks, delivered by Dr Bile, the Regional Director, Dr. Hussein A. Gezairy, cited the excellent results national authorities of the countries in this Region had achieved on the road to polio eradication. He said that external resources amounting to approximately US\$ 76 million in 2002 continued to play a significant role in supplementing national budgets and in some countries (Afghanistan, Somalia and south Sudan) were the predominant input. Unfortunately, the funding that WHO had been able to secure globally fell short of satisfying all needs, and hence far greater efforts in fund-raising regionally and nationally were required. The workshop would concentrate on fundraising at national level and polio team members' roles in this regard.

2. SUMMARY AND RECOMMENDATIONS

Country and regional level accomplishments highlighted the success of the polio eradication programme to date. This included the remarkable perseverance of health workers in Afghanistan throughout 2001 to plan and implement the scheduled supplementary immunization activities under difficult circumstances, and the role the programme played in Somalia and southern Sudan in rebuilding infrastructure for health services and as a bridge for peace, among others. Within the framework of mobilizing additional resources for polio endemic countries in the Eastern Mediterranean Region capitalizing on these successes has significant potential. It was recommended that:

1. Country and regional communication packages spotlight these accomplishments on an ongoing basis and get the messages out.

2. Opportunities for utilizing field staff to relay the message first hand to new and existing polio partners be identified. This would also serve as an opportunity to recognize significant contributions by field staff to date.

Partnership was recognized as a key to the success of the global polio eradication programme, and was no exception in Eastern Mediterranean Region countries. There is more than enough room for everyone in the programme. The importance of reactivating local Interagency Coordination Committees (ICCs) was stressed and clarification was sought for the amount of the annual shortfall country-level ICCs should target (see Table below), with Headquarters and Regional Office sources making up the difference.

	Total ERR 2002 (US\$)	Shortfall 2002 (US\$)	Total ERR 2003 (US\$)	Shortfall 2003 (US\$)
Afghanistan	11 491 375	10 012 175	5 270 000	5 270 000
Pakistan	27 611 410	16 315 380	16 639 934	16 639 934
Somalia	5 257 721	2 789 103	3 770 234	3 770 234
Sudan	8 206 900	4 937 834	6 269 389	6 269 389
South Sudan	5 648 098	3 460 598	4 099 110	4 099 110
Regional enabling factors	1 300 000	1 300 000	1 100 000	1 100 000
Total	59 515 504	38 815 090	37 148 667	37 148 667

ERR=estimated resource requirements

Citing the participants' valuable experience in resource mobilization, significant potential exists to further capitalize on new and emerging opportunities including:

- Intraregional support from member states of the Gulf Cooperation Council (GCC)
- bilateral aid packages to the social sector in Afghanistan and Pakistan after 9/11/01
- meeting immunization targets set by the Poverty Reduction Strategy Papers (PRSP) framework (Pakistan, Somalia, Sudan)
- lifting of UN sanctions in Sudan
- IFRC's global appeal for polio eradication and further development of partnerships with Red Crescent Societies in high-risk areas where mobile teams operate
- major gifts from private sector or in-kind contributions
- the UN Consolidated Appeal Process (CAP)

It was also recommended that:

1. Within a regional resource mobilization strategy outline alternative approaches be developed to engage the partnership of member states of the GCC and attract major gifts from the private sector.

2. At country level, WHO work with national counterparts to increase the allocation of resources to polio eradication and EPI, including:
 - a) advocating for an increase in the EPI budget line at national, provincial, and district levels; and highlighting the benefits and needs of polio eradication to EPI and the health sector;
 - b) clarifying the links between these packages and the national PRSP process.

Wherever practical, partner bilateral aid packages should mention polio eradication and EPI as a priority. CDC, DFID and others should be contacted in this regard.

5. All CAPs include polio eradication and EPI components in complex emergency countries. Partners view CAPs as vehicle for national priority-setting. A synchronized follow-up of the CAP at country, regional and HQ levels is required however for the programme to benefit.
6. Local ICC initiatives be reactivated and the Horn of Africa initiative utilized as a possible mechanism for coordination between Ethiopia, Somalia and Sudan. Delays in funding one or more of these countries affects all equally.

Workshop participants agreed that “fundraising is an art”, requiring a good deal of preparation, cultivation and perseverance. Updated partner profiles and tools such as Case Statements and Fund-raising Plans were identified as critical within the context of reducing the shortfall. Having updated information on partner goals and interests, along with a Case Statement on the country’s mission, goals, objectives and needs should enable staff to advocate effectively for the programme. Partner profiles would include but not be limited to:

- what they fund, and history thereof
- fiscal year information
- standard formats for presentation of proposals and agreements

Country and regional Case Statements should provide a clear and concise message on the programme profiling:

- mission, goals, objectives
- programme of services
- governance (including ICC and partnership)
- staffing
- resource requirements, accountability, and transparency
- afterlife... sustainability

Following from the Case Statement, the Fund-raising Plan outlines specific steps towards resource mobilization beginning with a needs statement and ending with goals. It was recommended that:

7. Country offices and the Regional Office finalize draft Case Statements prepared during the workshop, highlighting the special nature of their programmes, and finalize fundraising plans that capitalize on opportunities to sustain the existing partners and attract new ones.
8. A briefing package be updated for all countries and the Regional Office including the information mentioned above, plus communications material and the estimated resource requirements.
9. The mechanism for communicating changes relative to the briefing package mentioned above and other activities by the three levels of the Organization engaged in resource mobilization (country, regional, headquarters) be sustained. This is essential to ensure the uniformity of the message and the completeness of the information being provided. Block e-mail circulars are a good initial starting point for the exchange of information, periodic conference calls are another.
10. Within a regional resource mobilization strategy, outline a strategy for building capacity at all levels. This may include but not be limited to:
 - a) additional functional requirements for resource mobilization coordinated by EMRO
 - b) training materials and opportunities
 - c) utilization of available resources such as EMRO Desk Officers.

3. PLAN OF ACTION

Activity	Timeline	Responsibility centre	
		WHO Representative	EMRO
Finalize draft Case Statements and Resource Mobilization Plans to help bridge US\$38m shortfall, 2002 (US\$37m proposed for 2003)	< 3 weeks	x	
Update country estimated resource requirements (ERR) for 2002 and 2003-05	15 April	x	
Develop briefing package for resource mobilization: <ul style="list-style-type: none"> • Case statement • Plan, ERR and updated shortfall • Communication materials 	1 May	x (Afghanistan and Pakistan)	x (Somalia and Sudan)
Building capacity for resource mobilization <ul style="list-style-type: none"> • Initiate search for possible candidates for proposed resource mobilization function for EMRO • Circulate Pakistan terms of references for proposed national Partnership Development Coordinator (PDC) and Information Officer (IO) functions • Initiate local search for candidates for PDC and IO functions for Pakistan, Somalia and Sudan. • WHO Representatives for Afghanistan and Pakistan to consider any additional functional needs to help meet special situation resource mobilization requirements. 	1 March 15 February 1 March 1 March	x x x	x
Clarify mechanism for information exchange and coordination between country office, EMRO and headquarters			x
Develop regional Case Statement and Resource Mobilization Plan for EMRO	1 April		x
Convene regional ICC meeting	11-12 June		x
Schedule follow-up workshop/meeting on resource mobilization for polio endemic countries to assess advances	4th quarter 2002		x

Annex 1**PROGRAMME**

8:00	Registration	
8:30	Regional Director's message	WR Pakistan
9:00	Global and regional updates on polio eradication	Dr Faten Kamel Mr John Fitzsimmons
	Discussion	
10:15-10:30	National counterpart expectations on resource mobilization: experience from Pakistan	Dr Rehan Hafez
10:30-11:30	Country level perspectives on resource mobilization	Respective WRs or Staff
	Discussion	
11:30-12:00	Closing the funding gap: next steps	Mr John Fitzsimmons
12:00-2:30	Country work groups – 4	
	<ul style="list-style-type: none"> • Case statement • Plan 	
2:30-3:30	Country level presentations	Respective WRs or Staff
3:45-4:15	Grantmaking – regional perspective	Dr Hichem Lafif
4:15-5:00	Summary of next steps for EMRO	Dr Faten Kamel Mr John Fitzsimmons

Annex 2

LIST OF PARTICIPANTS

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