

Appeal 2004



International Federation
of Red Cross and Red Crescent Societies

Middle East Regional Programmes

Appeal no. 01.89/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Click on programme title or figures to go to the text or budget

Programme title	2004 in CHF
Strengthening the National Societies	
Health and Care	995,759
Disaster Management	727,754
Humanitarian Values	461,562
Organizational Development.	775,347
Coordination, Cooperation, and Strategic Partnerships	
Coordination and Implementation	655,337
Total	3,615,761²

¹ Identified by blue in the text

² USD 2,720,000 or EUR 2,410,000

Regional Context

The Middle East and North Africa (MENA) region covers 19 countries with a total population of more than 300 million. It comprises the national societies of the Middle East (Iraq, Iran, Israel, Jordan, Lebanon, Palestinian autonomous and occupied territories and Syria), North Africa (Algeria, Egypt Libya, Morocco and Tunisia) and the Gulf (Bahrain, Kuwait, Saudi Arabia, United Arab Emirates, Qatar and Yemen). Geographically the region belongs to two continents: Africa and Asia.

Middle East Region at a Glance³

Data for Lebanon, Palestinian AT/OT, Iraq and Yemen is available in respective country Appeals.

	Jordan	Syria	Iran	MENA
Surface sq. km	92,300	185,180	1,648,000	11,100,000
Population	5,200,000	17,000,000	65,500,000	306,000,000
Population growth (%)	3,0	2,5	1,5	2,0
Urban Population (% of total pop.)	79	52	65	58
Life expectancy	72	70	71	69
Poverty (% below the poverty line)	12 %	15-25%	21 %	n/a
Language	Arabic	Arabic	Persian	Arabic
Religion	Sunni Muslim 96% Christian 6% Others 2%	Sunni Muslim 76% Other Muslim 16% Christian 10%	Shia Muslim 89% Sunni Muslim 10% Others 1%	n/a
GDP total (USD)	9,300 mill USD	21,900 mill USD	107,500 mill USD	694,000 mill USD
GDP per capita	1,790 USD	1,288 USD	1,641 USD	2,270 USD
Literacy	Male 95,9% Female 86,3%	Male 89,7% Female 64,0%	Male 85,6% Female 73,0%	35%
Infant mortality	18,9/1000	31,7/1000	30/1000	37/1000
Disasters	Droughts, Earthquakes	Dust and sand storms	Earthquakes, drought, floods, sandstorms	Earthquakes, Drought, floods, sandstorms

Chronic instability, tensions and conflicts (as agents of man-made disasters) persist thus disrupting the socio-economic and political life of the region. The Israeli-Palestinian conflict continues to be a major contributor to deprivation and suffering. In addition to loss of life and property, the long lasting impasse has resulted in the persistent displacement of Palestinians who lead their lives as refugees in difficult circumstances both in neighbouring countries and other parts of the world. Throughout 2003 the region has suffered, and continues to suffer, the effects of war and the ongoing crisis in Iraq.

Despite numerous efforts to bring about a solution, the on-going clashes between Israel and the Palestinians continue to make the prospect of peace highly unlikely in the foreseeable future. The resulting adverse effect in terms of loss of life and property and the deterioration of living conditions continue to demand sustained focus from all humanitarian agencies including the Red Crescent Movement.

The simmering instability in Iraq continues to be a matter of grave concern. Developments to date have not produced the desired level of progress in terms of political stability and the re-establishment of the socio-economic infrastructure. The complexity of the situation highlights the increasing challenge involved in the socio-political and cultural transformation of the country which, in the process, has resulted in increasing humanitarian needs which require continued aid to alleviate the resultant suffering.

Harsh economic conditions are being experienced especially in Palestinian Autonomous and Occupied Territories (Palestinian AT/OT) where intensified security concerns have resulted in greater unemployment adversely affecting livelihoods. For the first time the World Food Programme has launched a food aid intervention scheme to help the

³ www.worldbank.org Indicators

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Palestinians who are in dire need of assistance. This conflict and the ongoing crisis in Iraq adversely affect not only the stability but also the economy of the neighbouring countries. Jordan, Lebanon and Syria, among others, are hard hit by considerable loss of revenue from tourism on which they used to depend as one of their main sources of income.

Natural disaster agents such as earthquakes, floods and droughts are common in the Middle East. The fact that Iran is considered the 4th most disaster prone country in the world highlights the gravity of the situation. The very high rate of road accidents across the region, coupled with the hazards related to smoking, can also be considered as man-made disasters of a different category. Efforts to tackle these problems require a sustained programme of raising awareness aimed at changing social behaviour established over a long period of time.

Slow and/or deteriorating economic performance and poverty exacerbate the humanitarian challenges faced by Middle Eastern countries. Unemployment is on the increase and, in some countries such as Lebanon, reaches up to 40 percent. Statistics for the Palestinian AT/OT indicate that unemployment is reaching almost 70 percent and is directly related to the ongoing conflict.

In most of the countries of the region including Jordan and Syria up to 20 percent of the population live under 'the poverty line' (defined as a lack of basic necessities and/or lack of access to basic services). The level of income distribution within the countries in the region varies considerably. Whilst Lebanon (1999) has a (GNP) per capita of more than 5,000US\$, the estimate for Syria stands at about 1, 200 US\$. However, the reverse happens to be the case in terms of infant mortality. While the infant mortality rate in Lebanon is estimated at about 32 per 1,000 live births, the figure for Syria is estimated at about 22 per 1,000 live births, indicating the fact that higher national income does not necessarily ensure socio economic well-being - especially for the destitute segments of the population unless there is a fair distribution of resources.

Access to basic social services, including health and education, is limited especially to the unprivileged. This can partly be explained by the increasing trend to privatise the public sector resulting in an increase in prices for services. The focus on investment in curative rather than preventive health care also contributes to the situation where those with less ability to pay tend to be marginalized. On the other hand, public health risks are on the increase with the emergence of new health challenges such as HIV/AIDS. A potential health crisis looms as poverty and conflict continue to impact the livelihoods of hundreds of thousands. The prevalence of HIV/AIDS in the region has reportedly doubled over the past three years with over 400,000 people now being infected. Emergency medical and ambulance services have been overstretched and psychological trauma has impacted on many communities, families and individuals.

Concerns for poverty alleviation remain high on the agenda and continue to highlight the need for humanitarian intervention in the region; the socio-economic situation tends to be either stagnant or deteriorating. National development success stories are hard to find as plans and economic reform programmes often fall far short of their targets.

Red Cross and Red Crescent Priorities

Movement⁴ context

The Federation's Middle East Regional office, based in Amman⁵ coordinates the services of the National Societies of Palestine, Iran, Jordan, Syria, Lebanon, Yemen, and Israel. It also provides capacity building support to the entire MENA region and its national societies, through a pool of expertise in the areas of organizational development, disaster management, health and promotion of the Movement fundamental principles and humanitarian values. The Federation is also present in several countries of the region through representations or delegations namely in Lebanon, Palestinian AT/OT, Yemen⁶, Iran, Israel and Iraq. The nature and level of support coordinated through and provided by the Middle East Regional office differs from one case to the other.

⁴ "Movement" refers to the International Red Cross and Red Crescent Movement

⁵ Federation office in Amman has a managerial responsibility for the four technical units (Health, DM, OD, and Promotion of Humanitarian Values) with wide MENA responsibilities and is providing logistical services to the Regional (MENA) Finance Unit and the Regional (MENA) Reporting Unit.

⁶ Geographically, Yemen belongs to the Gulf region. The Yemeni Red Crescent Society will continue however to benefit from the support of the Middle East office.

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The ongoing operation in Iraq is the subject of a separate country appeal⁷ and has been more independently managed and coordinated by the country Delegation, whose capacities and operational modalities have been adjusted to provide an adequate support to the Iraqi Red Crescent in the situation in which humanitarian challenges are increasing. Although the operation is monitored directly by the Secretariat's MENA Department, logistical and administrative support from the Regional office for the Middle East remains important as long as the security situation in Iraq will be so volatile.

Support to the Israeli Magen David Adom (MDA) will continue to be coordinated by the Federation Representative in the country who will not only be working on MDA capacity building but also on issues related to the emblem in close cooperation with the MENA Regional Department and the Humanitarian Advocacy Department at the Secretariat. Support from the Regional office will be limited to knowledge sharing and MDA capacity building as required.

The ICRC is represented in all countries of the Middle East through country delegations. Their common tasks are the dissemination of IHL, tracing and visits to detainees, while the type and scope of other forms of support to the vulnerable population depends on the evolving needs and the situation in each country.

While responses to emergencies - either through Emergency Appeals or bilateral projects - attract a number of donors from inside or outside of the Movement, only a few national societies have longer term commitments in supporting capacity building and priority programmes of the MENA national societies. A core group of these societies has established a so-called *MENA Consortium* to better coordinate approaches and resource mobilization efforts either in response to Federation Annual Appeals or by working bilaterally with the national society concerned.

With the exception of the Palestine Red Crescent which is planning to update the Country Agreement Strategy (CAS) this process has yet to be initiated in other national societies. Three national societies only have developed strategic plans which are a prerequisite for starting the CAS process.

Strategies/Programme Priorities of the National Societies

Over the last few years the presence and service of the Federation Secretariat/Delegations in the MENA region has been concentrated in the Middle East covering the National Societies of Iraq, Iran, Israel, Jordan, Lebanon, Palestine and Syria. This has created a positive environment for the national societies of the Middle East in which they could enhance their institutional capacities and services in terms of emergency operations and longer term capacity building

In Jordan and Syria, considerable efforts have been made to strengthen the institutional and operational capacities of the societies based on comprehensive strategic plans encompassing short, medium and long term perspectives. In each case, the process of strategic development, jointly facilitated by the Federation and the ICRC, marked an important phase in which staff/volunteers from headquarters and branches collectively analysed strengths, weaknesses, opportunities and threats as a basis for redefining key priorities and strategic directions for the future. The strategic planning exercise also proved to be a useful tool ensuring a greater alignment of national/local priorities with strategic goals of the Federation. The Yemeni Red Crescent has also developed a strategy which will be reviewed in the context of changes that have occurred in the national society.

The Regional Middle East team has developed a cross sectional questionnaire - a so called priority *checklist* - to enable national societies to identify the level of priority they attach to each key areas of activity. The questionnaire was circulated in early July 2003 and eleven of eighteen national societies in the region effectively responded thus indicating their trends and priorities. According to an analysis of these questionnaires, the national societies have prioritized the following areas:

- Disaster preparedness including the establishment and training of National Intervention Teams⁸ at the local level;

⁷ <http://www.ifrc.org/where/appeals/allappeals.asp>

⁸ The National Intervention Team (NIT) is composed of national society's staff and volunteers. The team is a tool for a rapid disaster response at both national and local levels. The members of the Team are dispatched to the site of disaster and their activities are coordinated by the Disaster Management Unit at the headquarters. The training curricula for the NIT members include following topics: camp management, water and sanitation, relief distribution, relief health and conflict preparedness

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- Health and Care with a slow shift in focus from curative services to prevention, the focus being placed on HIV/AIDS awareness, psychological support (PSP) and community based first-aid (CBFA);
- Organisational development concentrating on the development of human resources (including leadership/senior management and volunteers and staff management) as well as policies, procedures and systems including planning and financial management and resource development;
- Promotion of humanitarian values and information including training and support in the development of communication skills.

Strengthening the National Societies

Strategic directions in 2004 will focus on building on the achievements made to date in terms of emergency operations and national society capacity building. Additional initiatives will also be taken based on priorities and resource availability.

More specifically, the key directions for 2004 will be based on:

- Development of institutional capabilities (strengthening national societies' services and advocacy actions) to enable them to live up to the humanitarian challenges and contribute more effectively to the improvement of the lives and livelihoods of the most vulnerable;
- National society empowerment in terms of integrated disaster management capacities encompassing prevention, preparedness, response and rehabilitation;
- Refocusing societies' health services in a way that increases their contribution towards the prevention of communicable diseases including HIV/AIDS;
- Scaling up advocacy efforts with increased communication capacity for greater outreach, networking and cooperation.

Health and Care [<Click here to return to title page>](#)

Background and achievements/lessons to date

The needs and experiences of the national societies in the region differ in relation to the priorities of the populations served. While progress was achieved in the health and care programme over 2003, activities were largely influenced by the March 2003 war in Iraq as all neighbouring societies mobilized resources and personnel to cope with the potential impact. By early summer and late fall of 2003, many of the planned activities were resumed including community based first aid training in Yemen, regional Reproductive Health & HIV/AIDS awareness training of trainers workshops in Syria, Lebanon, Iran, Egypt, and Tunisia; psychological support workshops for Red Crescent volunteers in Lebanon, Syria, Egypt and Yemen. Additionally, nurses and health workers have received customized training related to counselling, patient care and family support. Youth also received special attention through peer education support programmes.

Most national societies in the region are now able to handle the highly sensitive issue of HIV/AIDS and reproductive health with ease as compared to three years ago. While much work remains to be done to address the denial and stigma associated with the disease, a solid foundation for expanded prevention and promotion programmes is in place. Many societies have tactically and successfully integrated this sensitive topic into existing primary health care programmes associated with sexually transmitted infections (STI) and are in many cases the leading agency addressing HIV/AIDS issues.

Activities related to psychological support in the region have addressed both the abilities of volunteers to cope with the stress and trauma of crisis, as well as providing them with required skills to be able to offer support to victims and vulnerable groups, such as children, women and the elderly, as seen in Algeria and Iraq.

National societies continue to manage a wide range of health programmes addressing priority needs and increasingly integrating prevention and promotion. Moreover, many of those programmes, with the support of partner national societies, have positively impacted on the lives of the local population through rapid intervention at times of crisis, prevention of HIV/AIDS and other infectious diseases, primary health care services targeting vulnerable groups, integrated psychosocial support, and community based networks with trained first aid volunteers.

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More specifically, the International Federation health and care strategy focuses on supporting the national societies and major stakeholders in monitoring, and managing awareness and information campaigns on HIV/AIDS and other infectious diseases in line with local mandates and defined priorities. The programme will include targeted information campaigns, training of trainers, capacity building for health care professionals, networks of national society coordinators, and sharing of resources and expertise. All training and workshops will be programme/project related and not stand alones.

Additionally, the health and care programme will act to support the work of partner national societies in areas deemed as priorities. This support will take the form of regular and emergency updates, programme follow ups when requested, and provision of results of various health services and impact assessments.

Community based first aid training will continue with a focus on standardization of curricula with a more practical content, and integration with psychosocial support, disaster management and primary health care programmes. It is essential to support and motivate trainers and trainees by creating incentives focusing on upkeep of knowledge and skills, retention, and recognition.

The ongoing psychological support programme has shown the vast needs and demands for psychological support interventions addressing short and long term needs of national society staff and volunteers, as well as the affected population. This programme will be continued with a focus on integrating key components of psychosocial support into relevant existing and new programmes.

[<click here to access Federation Psychosocial support policy>](#)

The health team will also provide assistance in the form of a wide health exchange forum, support for evaluation and monitoring, research and development, quality assurance programmes, and deal with arising priority concerns. The planned support necessitates guidance to national society staff and country delegations engaged in such activities. The health team will work directly and indirectly with national society programme managers to design programmes and support operations, follow up on reporting, closely monitor needs and evolving health issues, and address problems during implementation.

A number of challenges remain to be addressed particularly in relation to the shift from curative to preventive care, as well as linking global health priorities with those both locally and nationally. National society priorities are often rooted in past experiences; community needs and available resources and expertise. Expanding such programmes and/or bringing new ones online can face many obstacles when national society human resources are over stretched. Therefore, programmes need to adequately account for, provide, and be sensitive to expected national society staff/volunteer levels of effort, financial and other resources, while simultaneously factoring the roles and demands of stakeholders. In some countries the stigma associated with HIV/AIDS remains an obstacle to be addressed.

Thus the health team will be uniquely positioned to help inform and guide decision makers at various levels of health programme development and implementation and will act as a resource base competent to provide:

- Country focused health needs assessment mapping updates;
- Country focused national society needs/priorities updates;
- Support to country delegations;
- Health programme impact assessments related to Movement activities;
- Health human resources database of experts and delegates;
- Crisis related information and guidance when necessary;
- Relevant updates with implications to health managers and professional and related activities including activities of relevant stakeholders;
- Liaison with the Arab Red Crescent Secretariat, ICRC, WHO and other UN agencies.

Goal

To strengthen preventive health and care programmes and capacities for MENA region national societies to address health promotion, disease prevention, psychosocial support, and first aid.

Information Networking, Knowledge Sharing & Skills Exchange

Objective

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Support mechanisms, tools and fora are established and available for timely and targeted exchange and sharing of relevant information, best practices, and skills to sustain programme development and implementation

Expected programme result(s); and related projects for this objective:

- Health human resources databanks have been established focusing on regional expertise and selected international links;
- Updated informative electronic bulletin on health priorities, assessments, programmes, current developments has been regularly circulated to MENA national societies and MENA desk officers of partner national societies;
- Information Gateway (manual and automated) for access to relevant references, software, expertise, and practical guidelines has been established and accessible to delegations and national societies;
- Two external health programme impact assessments have been conducted addressing priority programmes;
- Three priority national society health and care assessments have been conducted (Lebanon, Yemen, Jordan)
- Implementation strategies have been drafted/developed for each of the three sub regions (ME, NA, Gulf) to bring into operation the MOU signed with WHO/EMRO⁹.

[<Click here to access support documentation for Networking/Information sharing plans >](#)

Psychosocial Support Programme (PSP)

Objective

Psychosocial support services are formally integrated within relevant programmes and structures of the national societies of the MENA region.

Expected programme result(s); and related projects for this objective:

- Awareness of the need for building skills in PSP has been addressed and the ability to manage PSP gained in a majority of the national societies in the region;
- Five national societies have developed a plan of action addressing psychosocial and psychological needs based on the societies' acknowledgement and awareness of the importance of rebuilding people's emotional well-being following stressful and/or traumatic events;
- Psychosocial support issues have been integrated into training curricula of DP/R, HIV/AIDS, CBFA and OD and the process of full integration of psychosocial support activities into all these activities has started;
- National society staff/volunteers in five countries have demonstrated ability and capacity to manage and sustain psychosocial support activities;
- Training materials on PSP were made available in French and Arabic and adapted to the specific needs of the societies.

[<Click here to access support documentation for the Psychosocial programme>](#)

HIV/AIDS & Other Infectious Diseases

Objective

National societies' are increasingly active in monitoring and managing awareness related to the course of HIV/AIDS and other infectious diseases in accordance with country priorities and defined mandates.

Expected pro result(s); and related projects for this objective:

- Training of trainers has been offered to the national societies in the region as to appropriate activities linked to monitoring, and managing awareness;
- Up to ten national societies have established/strengthened formal partnerships with relevant national HIV/AIDS authorities and other stakeholders;
- An additional twenty trainers have joined youth peer support and awareness networks (to account for attrition);
- Social and health workers involved in the management of sexually transmitted infections (STI) have been offering quality counselling to patients and families;
- STI training has been formally integrated into relevant training programmes including disaster preparedness/response, organizational development, and community based first aid.

Community Based First Aid (CBFA)

Objective

⁹ EMRO: WHO/Eastern Mediterranean Regional Office

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Community based first aid programmes and networks are increasingly integrated with relevant programmes and priority emergency medical services.

Expected programme result(s); and related projects for this objective:

- Curricula that are increasingly standardized with more practical/relevant contents have been utilized but they include also relevant specific modules tailored according to national specificities;
- Two regional CBFA and FA training centers have been offering technical support for programming and function (one in Jordan and one in North Africa);
- A region wide volunteer policy has been adopted by national societies focusing on recruitment, support, mobilization, and retention;
- Critical gaps in personnel skills/hardware and material availability in emergency medical and ambulance services have been identified;
- Road safety campaign material and resources are offered to sub regions and countries with activities targeting vulnerable groups (school children).

[<Click here to access support documentation for Health and Care programme>](#)

Disaster Management (DM) [<Click here to return to title page>](#)

Background and achievements/lessons to date

Disaster risks in the wider Middle East and North Africa region include natural disasters like floods, earthquakes and dam collapses as well as man made disasters related to political instability and population movement, compounded by a high degree of social and economic vulnerability in the region.

The achievements in Disaster Management (DM) over the past two years are considerable. At the national level disaster management capacities have increased and there is a high level of consensus from national society leadership on the importance of disaster preparedness at a national level that can be supplemented by Federation's systems and tools available for a regional disaster response. The effective contingency planning in relation to the Iraqi crisis in 2003 was a step in translating commitments into action.

The Federation *Manual on Disaster Preparedness* was translated into Arabic and used for the training of 147 staff and volunteers from Morocco, Kuwait and Lebanon. A total of 36 representatives from 16 national societies participated in the Regional Disaster Response Training (RDRT) in Tehran and 24 others in the integrated workshop in Saudi Arabia. In addition, disaster management working groups were formed in Morocco, Yemen, Lebanon and Kuwait to run and manage the DM activities of the national societies. Also 312 staff and volunteers from Yemen, Morocco and Syria were trained on camp management and relief operations and formed the basis of newly established National Intervention Teams at country level. Assessments on logistic capacities and needs were carried out in Kuwait and Yemen in order to provide the base for building effective logistical systems. Regional delegations facilitated Vulnerability Capacity Assessments (VCA) of the national societies of Palestine, Yemen, Iraq and Morocco Red Crescent.

National societies in the region responded to many large scale disasters in 2003, the most significant being the floods in North Africa, the Iraq emergency operation, and the earthquake in Algeria. These interventions highlighted strengths and weaknesses related to disaster management, coordination and cooperation. The main lessons learned include:

- Supported by the Federation in the wake of the Iraq crisis, the national societies in the neighbouring countries have taken preparatory measures to accommodate an anticipated influx of refugees. These measures consisted of constructing and equipping tent camps, setting logistics and communication systems and stocking relief items. During this process, a need for further training in camp construction and management and availability of well trained volunteers was identified as a priority in preparing the national societies for future, possibly similar situations. In addition the need for coordination and cooperation between national societies in the region, partner national societies, the Federation, ICRC and other actors were seen as an area to be further developed.
- The experience and lessons learnt from the Iraq crisis clearly showed the need for regional and cross border cooperation, coordination and standardization of tools for a quick and efficient response to large scale disasters. These include the establishing of Regional Response Teams, Relief and Logistics Coordination, resource mapping and mechanisms for mobilizing and utilizing resources from within region.
- The natural disasters highlighted the need for national societies to have DM structures and plans in place enabling them to respond in an efficient and professional way to disasters in their countries. Support has therefore been given to the establishing of national disaster management units (DMU) and national intervention teams which are tasked to ensure that DM plans are developed and regularly updated, the roles

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and responsibilities within the national response plans are defined and human resources are trained, registered and mobilized according to an agreed system.

The regional Middle East team has developed a cross section questionnaire, a so called priority *checklist* to enable national societies to identify the level of priority they attach to the key activity areas. The questionnaire was circulated in early July 2003. Eleven of 18 national societies in the region effectively responded thus indicating trends and priorities for their societies. The current appeal is based on these trends and priorities.

Disaster Management Function

With these priorities in mind, the lessons learned over the past two years and disaster threats to which the region is exposed, the MENA disaster management technical team will concentrate on providing technical support for the establishment of Regional Disaster Response Teams (RDRT), regional relief & logistics network, supporting selected national societies' disaster management structure/ units (DMU) and national intervention teams (NIT).

Goal

Capacities and coordination mechanisms of the Red Cross/Red Crescent societies in the region have strengthened thus reducing the impact of disasters on the vulnerable population.

Regional Coordination & Cooperation - Regional Disaster Response Teams (RDRT)

Objective

The MENA National Societies have strengthened their cooperation and coordination mechanisms and systems to respond to large scale regional disasters.

Expected programme result(s); and related projects for this objective:

- A Regional Disaster Management strategic framework/plan has been developed and adopted by the national societies;
- Three Regional Disaster Response Teams have been established, with over 100 trained staff and volunteers on the regional roster;
- Disaster management information and knowledge sharing between the national, regional and global levels has increased;
- A databank roster of regional DM expertise and resources (DM Trainers, VCA facilitators, RDRT/NIT responders, material resources, etc.) has been established and managed;
- Two evaluations on the level of preparedness and response based on the lessons learned have been conducted in two national societies.

Relief and logistic

Objective

Regional RC/RC relief and logistic capacities have strengthened following an increased harmonization with Movement standards.

Expected programme result(s); and related projects for this objective:

- Regional mapping of national societies' resources has been completed, recorded and managed;
- Usage of standard relief, logistics and camp management systems has increased throughout the region;
- Country and regional suppliers' database has been created and framework agreements discussed;
- Trained and experienced relief / logistics human resources have increased;
- Coordination mechanisms between the ICRC logistics centre, the regional Strategic Relief Centre in Teheran and the Federation logistics centre in Abu Dhabi have been established.

National Disaster Management Structure and Intervention Teams

Objective

Increasing number of national societies in the MENA region have a structured national disaster management programme to respond to in-country disasters .

Expected programme result(s); and related projects for this objective:

- Three national societies have established Disaster Management Units and National Intervention Teams and have appointed focal points for coordination of DM activities;

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- One VCA study has been carried out;
- One national society has integrated risk reduction projects into its disaster management plan.

[<Click here to access support documentation for Disaster Management programme>](#)

Humanitarian Values [<Click here to return to title page>](#)

Background and achievements/lessons to date

In view of the overall situation in the region, the relevance of humanitarian principles and values has gained more prominence as millions of people continue to suffer the brunt of the political and economic crises.

Several countries have also recently witnessed devastating natural and/or man-made disasters such as the earthquake and floods in Algeria, the floods and bombings in Morocco, the floods in Sudan and Yemen, and the bombings in Saudi Arabia. The problem of refugees and displaced persists. Millions of refugees - Palestinians, Iraqis and Afghans- are still scattered across several countries. Poverty is widespread within several countries making large sectors of the population more vulnerable.

“Silent disasters” such as traffic accidents are a leading cause of death and suffering in the region, with tens of thousands of people falling victim every year, resulting in untold suffering and economic loss. A recent study issued by the state Traffic Department in Jordan stated that 758 people died and over 17,000 were injured as a result of about 53,000 road accidents in 2002. Similar situations prevail in other countries in the region.

The components of the Red Cross and Red Crescent Movement in the region have untapped information and communication potential, yet many national societies have minimal information and communication capacities. Information/communication is only part of an external or international department and often confused with unstructured reporting duties, making it difficult to focus on information activities. The Federation has come to acknowledge the important role communication and advocacy play in supporting its programmes worldwide. Within the MENA context, this realization is taking root at a very slow pace, although national societies realize the importance of communication as a concept, they have not yet been able to turn it into effective and well-functioning programmes which promote their work and boost their profiles. Neither are they using this to enhance theirs- and thus the Federation’s - abilities to mobilize local financial and human resources. With donors becoming increasingly demanding and competition for shrinking resources fiercer, such mobilization is critical. Hence, solid information/communication strategies and activities are essential tools, not only for promoting humanitarian values but also to popularize them in a region where the understanding and practicing of humanitarian principles and values is critical.

For the third consecutive year, the Federation has been assisting the national societies in MENA to develop their communications and advocacy capacities individually and as a group. In 2003, training on working with the media has become an integral part of training for disaster preparedness and HIV/AIDS, but more needs to be done in the other core areas to design a fully integrated approach to training provided to national societies.

Creating an information/communication network in the region has been discussed with a number of societies, and a meeting for information officers to launch such a network is planned for the end of 2003. Much more could have been done but the Iraq crisis in the first half of 2003 stretched the resources to the limit while the lack of human resources has been an impediment limiting the activities in the second half of the year.

Al-Ittihad, the newsletter published in both Arabic and English by the Federation in the MENA region, has been a key instrument in promoting the activities of national societies and the Federation . When the monthly newsletter was launched over a year ago only 1,000 copies were printed. Since then the newsletter has doubled in size and the print run quadrupled. Support from national societies has been vital to the success of the newsletter, with more national societies, especially in the region, willing to participate in writing and publishing their activities through *Al-Ittihad*, but more is desired in respect of ownership of the newsletter.

Translation of Federation training manuals and material into Arabic has become one of the main activities of the information unit of the Regional office for the Middle East , facilitating the many ongoing training initiatives. TV production has seen an improvement with some Federation videos such as the SPHERE project and two programmes on the Iraq situation being translated into Arabic.

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Goal

Increased awareness of decision makers, humanitarian agencies and the public at large of the Movement's fundamental principles and values increases respect for such values and improves the prospect of saving lives.

Building Information/Communication Capacities of National Societies

Objective

Information and communication capacities of MENA national societies are enhanced; their activities, work and values are more visible.

Expected programme result(s); and related projects for this objective:

- Communication capacities of three NS in the region have been improved through training of information staff and volunteers;
- A central information/communication network to improve knowledge, experience sharing and cooperation among national societies has been established;
- Integrated planning, coordination and training activities have increased and more information support is provided to all programmes of the national societies supported by the Federation including disaster management, health and organizational development;
- Cooperation with international, regional and local media has been improved and expanded to secure reasonable coverage of the Movement's activities and promotion of humanitarian values;
- Knowledge of RC/RC principles and values by external partners such as NGOs, UN agencies, diplomatic missions, civil societies and the private sector have been expanded and relations strengthened;
- Cooperation among the three components of the RC/RC Movement has strengthened and continues to present united messages.

Publication of *Al-Ittihad* Newsletter

Objective

Continue to use *Al-Ittihad* newsletter to reflect a unified image of the Movement, cover activities of national societies, increase visibility of the Federation and provide a better understanding of humanitarian values.

Expected programme result(s); and related projects for this objective:

- More national societies have been contributing articles and news items to *Al-Ittihad* reflecting their activities, especially actions within local communities;
- *Al-Ittihad's* circulation has been expanded to national societies outside the MENA region such as Sudan, Somalia, Djibouti and Mauritania as well as to the Federation's regional delegations and other external partners worldwide;
- *Al-Ittihad's* print run and number of pages have been increased to accommodate demands from the national societies and other partners;
- Visibility of national societies, the Federation and the Movement has been enhanced and humanitarian values dissemination has expanded in the region.

Road Safety public awareness campaign

Objective:

Design and execute, within 2004, a major pilot campaign on road safety in Jordan to increase knowledge and change attitudes and practices related to traffic and driving thus reducing the number of victims, and economic losses in the country.

Expected programme result(s); and related projects for this objective:

- The advocacy part of the campaign has included very high political decision makers (e.g. HM King Abdullah or HM Queen Rania), various NGOs, government and private sector partners,
- Knowledge, attitudes and practices of Jordanians have changed vis-à-vis the risks related road safety;
- Number of road accidents in Jordan has been reduced by at least 10 per cent;
- Number of traffic victims, especially children has been reduced by at least 10 percent.

Organizational Development [<Click here to return to title page>](#)

Background and achievements/lessons to date

The analysis of responses from MENA national societies to a priority *checklist*¹⁰ on needs in the field of organizational development (OD) indicates the high level of priority these societies attach to the different OD components including: *revision of statutes, leadership/ management development, planning, financial management, skills of volunteers and staff, branch development/membership, resource mobilization*. Most of the societies marked all the components as either 'high or 'medium' ' none of the components were rated 'low.'

The responses from the National Societies of Iran, Jordan, Syria and the Palestine Red Crescent show the need for OD support as considerably high. An additional comment from the Jordan Red Crescent indicates the need for development and implementation of performance recognition, monitoring and reward systems especially for staff.

The Red Crescent Societies of Iran and Palestine are considered as strong societies with regard to their operational capacities. The response from both NSs, however, emphasizes the need for continued OD support pointing to the dynamic nature of OD needs in a context where organizations grow larger and stronger.

The main priorities of the North African national societies as a group (Algeria, Egypt, Libya, Morocco and Tunisia) converge around leadership training, resource development and exchange of experiences and expertise based on a regional resource pool.

The responses from the Gulf societies indicate a slightly different level of prioritization of the OD needs. The response from Qatar Red Crescent marks the need for all the OD components except the item on volunteer recruitment marked 'medium' whilst the response from Bahrain Red Crescent marks all the components as 'medium' except volunteer recruitment/ training marked 'high'.

Lessons learnt during the recent conflict in Iraq highlight the positive relationship between the OD strength of a national society and its capacity to deliver effective services in critical times. The vital operation that the Iraqi Red Crescent sustained under very difficult circumstances is, by and large, attributable to the OD strength the society had achieved before the conflict especially in terms of training and retention of a core group of volunteers.

On the other hand, the fact that several senior leaders of the Iraqi Red Crescent had difficulties continuing their services during the height of the conflict indicates a degree of 'compliance-gap' and underscores the need to ensure minimum standards based on participatory approaches, including elections to improve society's sustainability and continuity regardless of political and socio-economic upheavals that can disrupt governmental systems and structures.

In contrast, the situation in the Palestinian AT/OT indicates a more positive correlation between critical humanitarian challenges and Palestine Red Crescent Society efficiency - the harder the times, the sharper the organization and management of the national society.

The OD efforts and achievements in the past few years focused on the development of:

- leadership/ management (to develop skills and generate the required level of 'political will' and commitment);
- staff/ volunteers (including coaching to improve mid-level management capacities);
- strategic planning in a way that enables national societies to transform their skills into actions (Jordan, Syria, Yemen).

Future efforts will continue along the same lines of focus, with a series of ripple effects that can enable the societies to accelerate their development. Resource mobilization/management represents an additional area of focus especially in the Middle East and North Africa.

The OD needs to range from systems and procedures to youth and gender. A separate appeal has been developed for the [MENA Gender Network](#) in order to raise awareness and mainstream gender within the planning and programming of national society's structures and services. Youth participation within leadership/management and services is generally addressed as part of the development and utilization of volunteers.

¹⁰ The priority *checklist* is a questionnaire developed by the Regional OD to enable NSs identify the level of priority they attach to the key OD components involving institutional, human and resource development. The questionnaire, to which 11 out of the 18 NSs in the region effectively responded, was administered in 2003

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Basic and advanced levels of implementation are foreseen.. At the basic level (e.g., staff/ volunteer training in planning), the support will be facilitated by OD resource persons (delegates, local expertise/ consultants) at regional and country levels. At the advanced level (e.g. leadership development, strategic planning), the OD support will be facilitated with a higher level of technical and professional input by the Regional OD delegate, integrated as a critical part of the overall OD support across the MENA region, to improve quality, cost effectiveness and coherence through standardized and tailor-made tools/ methodologies.

Goal

The National Societies in the MENA region have increased the quality and quantity of their services to the most vulnerable people based on strong capacities and solid foundation.

Objective

National societies have strengthened their capacities related to leadership, planning and management as well as resource development and utilization.

Expected programme result(s); and related projects for this objective:

- NS leaders (including newly elected leaders) have been constantly improving their knowledge about the Movement maximizing their contribution to the development of the national society based on well-defined statutes;
- Sixteen representatives from 13 national societies who attended the first phase of the decentralized leadership course have finished the course and have been contributing in their respective areas of responsibilities;
- Leaders /managers who have launched strategic planning processes (Jordan, Syria Yemen) have been committed to concluding the process with the possible development of effective cooperation agreement strategies (CAS);
- Five national societies (Lebanon and Palestine RC in the Middle East) , Bahrain (in the Gulf) and two national societies in North Africa have started a long term strategic planning process based on participatory approaches and in a direction which aligns their local priorities with *Strategy 2010* goals of the Federation;
- The national societies in the Gulf have been encouraged to increase cooperation with the Movement based on a process of strategic planning and CAS focusing on the common challenges of the societies;
- Mid-level management skills have improved with up to 30 staff/active volunteers (from all three regions) trained on the techniques of Project Planning Process (PPP);
- Resource mobilization and management capacities have improved in several national societies with up to 25 staff/active volunteers trained on the basic procedures of resource mobilization and management;
- Initiatives started to encourage internal change and development with at least two staff/active volunteers trained through staff on loan arrangements thus driving the process of change from within the national society;
- The OD support as part of the overall capacity building support in the region, has substantially improved through effective impact monitoring and quality checks;
- National societies have been effectively benefiting from Capacity Building Fund, with applications pre-selected and properly screened before submission.

[<Click here to access support documentation for Organizational development>](#)

Coordination, Cooperation, and Strategic Partnerships

Representation, Management and Implementation [<Click here to return to title page>](#)

Background and achievements/lessons to date

The Regional office for the Middle East coordinates and provides direct and indirect support to both the national societies and time bound Federation country representations/delegations. Such delegations exist currently in Iran, Iraq, Israel, Lebanon, Palestinian AT/OT, and Yemen and are based on continuously reviewed operational needs. The core function of the office which acts as the Secretariat focal point for coordination and assistance relates to the capacity building of the national societies. This has been achieved through a pool of expertise in the four core areas of the *Strategy 2010*.

As a part of the implementation of the Federation *Strategy for Change* in the MENA region, the Middle East office provides also administrative support to core functions of the Regional Finance Unit (RFU) and the Regional Reporting Unit (RRU) both responsible for the entire MENA region. The RFU which was established in 2000 is technically reporting to the Finance Department in Geneva and operationally to the Head of the MENA department. A MENA Regional Reporting Unit (RRU) was established in August 2003 in response to the importance the Federation attaches to:

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- increasing its ability to effectively deliver assistance to beneficiaries and national societies; by
- improving the quality and timeliness of appeals and reports; while
- rationalizing the reporting workload in the field and the end use of reports; resulting in
- increased donor satisfaction and funding opportunities.

These are considered one of the keys to implementing successful programmes and activities at global, regional and country levels. The RRU is intended to strengthen this effort ensuring improvement in reporting performance, and will address the Secretariat's need to take an even more proactive and professional approach to programme performance and donor relations at field level. In addition to core quality control and compliance functions, the RRU will play an increasingly participatory and supportive role in programme design and planning, monitoring (assessing achievements and constraints) and training, as well as coordinating with the Federation's Regional Finance Units (RFUs) to reinforce the link between narrative and financial reporting.

Coordination with partner national societies, the ICRC and other stakeholders working in the region is carried out through various processes enabling the Middle East office to realize its potential as *an architect of cooperation*. So far substantial work has been done through uncoordinated bilateral arrangements and international aid programmes. In this context, efforts will be made to reduce duplication and harmful uncoordinated bilateralism and encourage both bilateral and multilateral programmes in the region to complement each other. Hence, the Regional office will play an essential role in the coordination of Cooperation Agreement Strategies (CAS) which are based on strategic priorities and development plans of the national societies represent a key tool to mobilize greater support and create the basis for optimum utilization of scarce resources.

The Middle East office will focus on the Secretariat change process in order to maximise the impact of the national society's efforts to improve the lives of the most vulnerable. The office aims also at ensuring close ties with national societies in the region in order to increase their ability to meet expectations of their stakeholders. The Middle East office will ensure proper integration of services and a cross sectoral approach in the delivery of assistance and support to the national societies, whether directly or through the Federation's representation in the region. Tools and fora for this purpose will be developed as part of the plans of action for the coming appeal period.

Promotion of cooperation among the national societies in the region has been addressed as an important task in which the Middle East office plays a key facilitation role to include technical and other assistance if and when required by the national societies, organization of the MENA conferences and other regional meetings, follow up on the conference's recommendations and decisions within the Middle East context.

In March 2003, two important *Memoranda of Understanding* were signed: one between the Arab League based in Cairo and the Federation and the second between the Eastern Mediterranean Regional Office (EMRO)/World Health Organization, also based in Cairo, and the Federation. Building on the achievements to date, there is a need to consolidate and expand the international representation of the Federation based on outward-looking strategies with a more distinct focus on advocacy to promote the Movement's main mission - improving the lives of the most vulnerable and ways to achieve the goal in the MENA context.

The support to be provided to the MENA Gender Network will also require a process of coordination with the Iranian Red Crescent and the country Delegation, as the Iranian Red Crescent is the designated focal point for the coordination of the network.

The Middle East Regional office plays also a significant role in facilitating representation and advocacy vis-à-vis the national societies ensuring that the Secretariat's presence and services are perceived as complementary to the services of the national societies. Additionally representation will cover a wide spectrum of existing and potential partners including governments, UN agencies, NGOs, the private sector and other relevant organizations.

Increased representation with governments will clarify the unique role of the Federation in coordinating operations in response to natural disasters and the capacity building of the national societies. Priority will be given to clarifying the roles of the components of the Movement. representation vis-à-vis governments will develop a degree of leverage to facilitate acceptance and support of the Federation's presence and services in the region through – amongst others - status agreements and memoranda of understanding. In most countries in the region except Jordan, Lebanon, United Arab Emirates and Yemen, the Federation does not have status agreements with governments. Experience indicates that the process of concluding status agreements with governments requires concentrated effort and sustained follow up such as the ongoing process in Iran.

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Representation vis-à-vis UN agencies will go a long way to harmonizing Federation efforts with those working in the region. In particular, coordination with UNHCR, UNICEF, WHO and UNRWA will be consolidated to maximize contributions to the national societies.

Based on Federation policies and guidelines, representation and coordination with private sector organizations in the region will be initiated and sustained as appropriate. This will create the basis for increased advocacy to tap into the potentials of the region in terms of increased mobilization of resources to support the services of the national societies and the Federation.

Goal

Effective and optimal utilisation of resources mobilized through the Secretariat and other partners contribute to enhance capacities of the national societies in delivering sustainable quality services and advocating on behalf of vulnerable people.

Objective

The national societies in the region have an increased number of partners who are aware of and sensitive to their priorities and respond to them in a coordinated manner.

Expected programme result(s); and related projects for this objective:

- A coordinated approach has been fully acknowledged and valued by internal and external stakeholders;
- Cooperation between Movement's components and the national societies in the region with strong potentials for the international humanitarian work has been strengthened;
- Networking and sharing of knowledge and experience sharing has increased among the national societies in the region, addressing crosscutting issues such as those related to the participation of women and youth in national society leadership/management and services provided to the most vulnerable;
- The national societies in the Middle East with the support from the Middle East office are committed to implementing the recommendations of the MENA conferences and are using to that end monitoring and follow up mechanisms supported by the Secretariat's structures in the region;
- The national societies and their stakeholders are using the cooperation agreement strategy (CAS) model as an effective harmonization tool that enhances cooperation within and outside the Movement;
- The national societies and the Federation have been working more effectively with other relevant agencies based on stronger cooperation and coordination;
- The national societies and the Federation have been duly recognized for their performance in alleviating human suffering through a variety of interventions;
- More aid resources have been raised from within the region to support the work of the national societies and the Federation and in a wider context, the work of the Movement internationally;
- Regional/local media organizations have been highlighting humanitarian issues advocated through the Red Cross and Red Crescent network in the region.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.89/2004

Name: Middle East Regional Programmes

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	11,600	14,000	0	0	0	0	25,600
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	11,600	14,000	0	0	0	0	25,600
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	18,585	20,000	1,200	12,650	35,440	0	87,875
TRANSPORT & STORAGE	18,585	20,000	1,200	12,650	35,440	0	87,875
Programme Support	64,724	47,304	30,002	50,398	42,597	0	235,024
PROGRAMME SUPPORT	64,724	47,304	30,002	50,398	42,597	0	235,024
Personnel-delegates	256,200	262,950	144,000	288,000	234,000	0	1,185,150
Personnel-national staff	148,796	60,000	111,823	25,000	118,300	0	463,918
Consultants	56,000	0	0	0	0	0	56,000
PERSONNEL	460,996	322,950	255,823	313,000	352,300	0	1,705,068
W/shops & Training	251,400	196,500	27,000	381,700	19,000	0	875,600
WORKSHOPS & TRAINING	251,400	196,500	27,000	381,700	19,000	0	875,600
Travel & related expenses	88,000	10,000	30,000	0	60,400	0	188,400
Information	59,200	62,000	107,339	0	3,600	0	232,138
Other General costs	41,254	55,000	10,200	17,600	142,000	0	266,054
GENERAL EXPENSES	188,454	127,000	147,539	17,600	206,000	0	686,592
TOTAL BUDGET:	995,759	727,754	461,564	775,348	655,337	0	3,615,761