

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

MIDDLE EAST REGIONAL PROGRAMMES

2 May 2005

In Brief

Appeal No. 01.89/2004; Period covered: January - December 2004

Appeal target: CHF 3,615, 761 (USD 3,020,945 or EUR 2,344,250)

Related Emergency or Annual Appeals:

Middle East Regional Programmes Annual Appeal 2004. For details, please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/018904.pdf

Middle East Regional Programmes Annual Appeal 2004 - Programme Update no.1. For details, please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/01890401.pdf

Middle East Regional Programmes Annual Appeal 2004 - Programme Update no.2. For details, please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/01890402.pdf

Programme highlights 2004

- The establishment of networks in the region (community based first aid CBFA, psychosocial support PSP, and HIV/AIDS) demonstrated the willingness and ability of national societies (NS) to lead their own development in the area of health and care.
- The disaster management (DM) coordinators' meeting, attended by representatives from the Middle East and the Gulf, resulted in the establishment of four working groups to work on logistics, Sphere standards (international disaster response), relief health, and assessment skills.
- In 2004, training workshops were held in Algeria, Morocco, Syria, Tunisia and Yemen, including on how to use the media effectively to promote activities and image of NS.
- Greater NS willingness to be more proactive in their own development was witnessed. In Yemen RC, for instance, picked up the momentum of change under a new leadership (established in 2003). The experience underscored the critical role leadership plays in initiating NS development and change.
- A consultative meeting of Gulf NS in Kuwait provided an opportunity to launch the Federation appeal for 2005. The President of the Federation, senior staff from the secretariat and officials from the Government and NS of Kuwait attended. Extensive media coverage of the event, helped raise the profile of the Federation as an organization able to coordinate international assistance to NS to serve the needs of the vulnerable people

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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 181 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. Please access the Federation's website at <http://www.ifrc.org>

Health and Care

Goal: Strengthen preventive health and care programmes and capacities for Middle East and North Africa (MENA) national societies to address health promotion, disease prevention, psychosocial support and first aid.

Objective: Establish and support mechanisms, tools and forums for timely and targeted exchange and sharing of relevant information, best practices, and skills to sustain programme development and implementation.

Expected result: Health human resources databank is established focusing on regional expertise and selected international links.

Achievements: In 2004, five NS health professionals worked with the health and care unit in the Federation's regional delegation in Amman, through a staff on loan arrangement being promoted as part of the human resource development support in the region.

A Middle East North Africa (MENA)-wide health human resources databank – in Arabic and English – has been established consisting. Data is being entered and attempts (via a CD) are ongoing to make the system easier for NS to use.

An updated electronic information bulletin on health priorities, assessments, programmes, and current developments has been circulated to NS and their partners. Three electronic health bulletins (Arabic/English) were produced in 2004. Entitled 'Health@MENA', the one-page document targets NS health focal points to enable them to better share experiences, knowledge, and plans. The first issue resulted in a donation from Qatar RC to the Yemen Red Crescent of urgently needed first aid kits.

A database has been established at the Amman office that catalogues books, journals, CDs and videos related to health. Currently, over 300 items are in the database.

Expected result: Two external programme impact assessments are conducted, addressing priority programmes.

Achievements: A HIV/AIDS review was conducted by external consultants. The report highlighted key issues to be addressed, including the need to focus on integrating HIV/AIDS into NS plans to address stigma/discrimination. The findings were circulated to all the NS in the region.

A MENA-wide review of community based first aid (CBFA) was completed. The review highlighted key lessons to be learned including the need for an increased role of women, longer term commitment from health delegates to the programme, continued support for regional initiatives, the importance of the motivation of volunteers, and improved integration with disaster management and youth programmes. The review results were presented to NS representatives during a CBFA network meeting.

Expected result: Three NS (Lebanon, Yemen, Jordan) have conducted assessments in health and care.

Achievements: The Lebanese RC health services were reviewed by a local consultant. The results will be analysed in 2005 to identify appropriate changes to programming. In Yemen, the assessment was completed and is currently being reviewed by the NS. The assessment in Jordan was postponed to 2005 due to financial constraints.

Expected result: Strategies are developed for each of the three sub regions (Middle East, North Africa, and the Gulf) to implement the Memorandum of Understanding (MOU) signed with the World Health Organization Regional Office for the Eastern Mediterranean (WHO EMRO)

Achievements: Three interagency meetings were held. A common position was agreed as to the need to implement a pilot programme in Yemen, bringing together the key strengths of the Ministry of Health and Population, the Yemen RC, the Federation, WHO, and UNICEF. Information is regularly shared in-country and with the UNICEF regional office for MENA. Collaboration between various agencies during the Darfur (Sudan/Chad) crisis has also contributed to a positive engagement.

Objective: Support the integration and formalization of psycho-social support (PSP) services within relevant programmes and structures of NS the MENA region.

Expected result: Awareness of the need for building skills in PSP has been addressed and the ability to manage PSP has been gained in a majority of NS in the region.

Achievements: Initial PSP plans of action were identified in Morocco, Egypt and Qatar. Plans of action are being implemented in Palestine RCS, Iran, Lebanon, Yemen and United Arab Emirates. The NS in Qatar has widened its PSP programme to address community needs. A team of consultants is ready to build new PSP skills among Qatari RC volunteers.

Expected result: Five NS have developed a plan of action addressing psychological needs based on the society's acknowledgment of the importance of rebuilding people's emotional wellbeing following stressful and/or traumatic events.

Achievements: The NS in Morocco has integrated PSP in disaster management activities and has a good technical team to initiate and run PSP activities. The NS in Lebanon has created a plan of action, which is being implemented. The United Arab Emirates RC has adopted the Federation's PSP strategies and is focusing on targeted groups through PSP activities. In overall terms, 14 NS have now formally identified the importance of PSP and have included a stress management course in the community based first aid (CBFA) training.

Expected result: NS staff/volunteers in five countries have demonstrated ability and capacity to manage and sustain PSP activities.

Achievements: PSP teams are operational in Algeria, Egypt, Lebanon, Morocco, United Arab Emirates and Yemen. The NS in Qatar has taken the initiative to host a regional PSP meeting in 2005 to finalize the Arabic version of the PSP manual. The Federation sponsored the PSP focal point from the Lebanese RC to attend the European PSP network meeting. Two staff on loan from the Egyptian RC worked in the Amman office, sponsored by the Federation to support the production of the training of trainers manual for PSP

PSP is being integrated in all activities within disaster preparedness, disaster management and HIV/AIDS (Egypt, Lebanon, Palestine United Arab Emirates and Yemen). A stress management module was included in the newly updated and revised CBFA manual and was translated into Arabic, French and English. The work of mainstreaming PSP into NS core programmes is progressing well. This process helps to enhance coordination and integration of the different programmes and activities.

Objective: The NS are increasingly active in monitoring and managing awareness related to HIV/AIDS and other infectious diseases in accordance with country priorities and defined mandates.

Expected result: Training of trainers has been offered to NS in the regions linked to monitoring and managing awareness.

Achievements: The first MENA HIV/AIDS network was launched in 2004 and will focus on sharing experiences, resources and expertise, as well as development of MENA specific material. Three thematic working groups were established to deal with stigma & discrimination, mass media & communications, and advocacy & partnership for people living with HIV/AIDS. Two working groups have already established plans of actions

The Iranian RC has established its first HIV/AIDS unit to manage all related activities. Representatives from Iran and Morocco attended the 15th International AIDS Conference in Bangkok (July 2004). The Tunisian RC has been nominated to act as focal point for HIV/AIDS and related issues for North Africa. The Moroccan RC conducted two trainings focusing on youth and youth peer education.

Training on sexually transmitted infections (STI) has been formally integrated into relevant programmes including disaster preparedness/response and community based first aid. A new module of the subject has been finalized in Arabic and is now a component of the updated CBFA curriculum. Material has been customized for use in the Gulf sub-region by a staff-on-loan from Qatar RC. Supported by UNCEF, the Syrian Arab RC is launching its first voluntary counselling and testing centre (VCT).

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

Expected result: The first MENA CBFA network was launched in 2004. The updated CBFA curriculum was approved by representatives of 14 NS. Among other things, the curriculum includes key aspects related to cardio-

pulmonary resuscitation CPR, stress management, road traffic accidents, and HIV/AIDS. The manual is also being translated from Arabic to Farsi to facilitate its use in Iran.

Achievements: The Federation is now working with Jordan RC through a grant from the Capacity Building Fund (CBF) to pilot the new CBFA curriculum at branch level. The Syrian Arab RC is also being supported by the CBF to undertake similar CBFA projects.

Road safety campaign material and resources are offered to sub regions and countries, with activities targeting vulnerable groups (school children) The new CBFA curriculum has now integrated fully a module on road safety. This will be used to train NS volunteers and the general public in MENA.

Impact



Better volunteer management systems and a focus on the increasing role of women are clearly seen in community based first aid practices

- 2004 witnessed increased activities to build thematic health networks to promote knowledge sharing based on evaluation of experiences. The establishment of networks in the region (CBFA, PSP, and HIV/AIDS) has demonstrated the willingness and ability of the NS to lead their own development related to health and care.
- The HIV/AIDS review in 2004 highlighted key issues regarding: the need to better identify target groups; the increasing use of evidence based methods; the need to build monitoring and evaluation, as well as the need to ensure sustainable capacity building so that NS will take over responsibilities for programmes. A similar review on CBFA highlighted the need for better

volunteer management systems and a focus on the increasing role of women.

- PSP activities in the region have been integrated into a number of other programmes including CBFA and HIV/AIDS. This is critical to the success of the PSP pilot phase, which will be scaled down in 2005.

Constraints

Crises and conflict in the region continue to hinder progress on programmes. This, coupled with a lack of and/or delay of adequate resources to support health and care regional programmes, has meant a number of activities have been postponed. Additionally, the restructuring of Federation structures at both Geneva and regional levels has contributed to slow progress in the planning and implementation of programmes.

Disaster Management

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

Objective: The MENA NS have strengthened their cooperation and coordination mechanisms and systems to respond to large-scale regional disasters.

Expected result: Trained and experienced human resources in relief have increased

Achievements: A database has been established by the NS of Jordan, Morocco, Syria and Yemen identifying resource persons including trainers in disaster preparedness, vulnerability capacity assessment (VCA), facilitators and first responders trained as national intervention teams to implement disaster management (DM) activities based on structured plans of action.

The DM coordinators' meeting attended by representatives from the Middle East and the Gulf resulted in the establishment of four working groups to work on logistics, Sphere standards, relief health, and assessment skills. NS branches in Jordan, Morocco, Syria and Yemen were involved in the planning and implementation of disaster management activities.

Expected result: Usage of standard relief and camp management systems has increased throughout the region.

Achievements:



The regional office in Amman, with technical support from the secretariat, facilitated the development of a code of conduct for emergencies based on Sphere standards. Selected staff and volunteers from the NS of Iraq, Jordan, Syria and Yemen worked together to develop a plan of action for 2004-2005 and terms of reference for the Sphere working group. The process was facilitated by a Sphere trainer from the Syrian Arab RC.

A case study was developed based on the experience of Yemen RC in the planning and management of road safety projects. It will be disseminated to the NS within and outside the region.

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In cooperation with the Syrian and Moroccan NS, an assessment questionnaire has been developed to be used by the NS in the planning and implementation of disaster response operations. A logistics system was adopted by the NS of Jordan, Syria and Yemen to improve the systems for procurement, warehousing and fleet management.

Objective: An increased number of NS in the MENA region have a structured national disaster management programme to respond to disasters.

Expected result: The NS have established disaster management structures (disaster management units) and national intervention teams and focal points have been appointed for coordination of disaster management activities.

Achievements: The NS of Morocco, Syria and Yemen have well structured disaster management capacities based on the establishment of national intervention teams in each country. More than 720 participants were involved in the training of national intervention teams. The NS of Jordan, Syria and Yemen have established integrated disaster management units to deal with integrated functions including risk reduction, information, contingency planning and training for their staff and volunteers.

Objective: Regional capacity is increased by harmonizing Red Cross/Red Crescent relief and logistics support through implementing a standardized and systematic approach.

Expected result: Improved capacities in relief and logistics

Achievements: Baseline logistics information has been shared with the NS in the region to map their capacities to administer internal and external response operations. This was achieved as a result of a review of the logistics systems in Jordan, Syria and Yemen. In addition, generic job descriptions for logistics managers, procurement officers, fleet directors and storekeepers have been developed to be adopted by the NS in the region.

The Federation facilitated the mission by the British Red Cross to assess and build up the logistics capacities of the Syrian Arab RC. The specific activities include logistics mapping and analysis at national and branch levels, training of logistics staff and advice regarding new warehouse construction projects.

Expected result: A regional disaster management strategic framework has been developed and adopted by the national societies

Achievements: A disaster management strategic framework has been developed, based on lessons learned from the establishment of DM units within the NS of Jordan, Syria and Yemen and the practical plans of action developed by DM working groups in each NS. The framework links the elements of disaster policy and planning, logistics capacities, disaster risk reduction and development of national intervention teams at national and branch levels. The disaster management efforts fit within the overall directions set in the comprehensive, five year strategic plans of the three national societies.

Technical support has been provided to the Qatari RC in the training its staff/volunteers with a focus on integration of disaster management within the comprehensive reform and change strategy of the NS.

Expected result: Selected NS have carried out VCA studies

Achievements: The VCA concept and practice is widely accepted by the NS in the region. A plan of action has been developed to conduct VCA studies in Iraq, Jordan, Syria and Yemen. A regional roster has been established to ensure effective use of NS staff and volunteers trained as VCA facilitators.

Impact

- Increased NS commitment and creativity in disaster management with specialized groups established according to the interest and profession of NS volunteers and staff
- Enhanced NS-Federation work (regional offices) based on increasing uptake by NS of global standards and tools, including the Sphere standards
- More effective planning and management of disaster response with well functioning disaster management units coordinating the process at headquarters and branch levels

Constraints

Although considerable efforts have been made to include as many branch staff and volunteers in the training of disaster preparedness and management, the effectiveness of the effort will be based on the degree of support the trained volunteers receive from NS leadership/senior management. In many cases, however, volunteers and staff often voice their concern that the level of support they receive is not as much as is required.

Although inter-NS cooperation has considerably increased, most still depend on external sources, including expertise from the regional delegation, to facilitate training and development of strategies and plans. The need to build up increased capacities to encourage NS ownership represents a key area of challenge

Humanitarian Values

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 improve the prospect of saving lives

Objective: Information and communication capacities of MENA NS are enhanced; their activities, work and humanitarian values are more visible.

Expected result: Communication capacities of NS in the region are improved through training of information staff and volunteers.

Achievements: In 2004, training workshops were held in Algeria, Morocco, Syria, Tunisia and Yemen. The training included how to use the media effectively to promote NS activities and image. It also focused on writing articles and press releases, organizing press conferences, networking and coordination within branches and the headquarters of the NS. Local journalists participated to learn about the Movement and give their views on partnering with NS. The trainings are coordinated with the local ICRC offices in each country.

Assistance was provided to the Jordan RC by training their public relations/information staff and supporting the NS in the launch of the annual World Red Cross and Red Crescent Day of May 8 of 2004. The event was attended by high level dignitaries, including the prime minister of Jordan. A special meeting was held for media representatives to familiarize them with the Movement's Principles and its activities. Another meeting was dedicated to the dissemination of international humanitarian law (IHL).

As part of the effort to strengthen relations between the secretariat and the MENA NS, the Amman regional office facilitated the participation of the PR officer of the Jordan Red Crescent in the Federation's global communicators (including NS staff) meeting in Geneva in November, 2004.

Technical assistance was provided to the NS in the preparation and promotion of 13th Mediterranean RC/RC Conference and the 6th RC/RC Pan African Conference in 2004. The assistance included facilitation of contacts with international, regional and local media networks and writing of articles for the Federation's public website to promote the agenda and recommendations of the conferences.

The World Disaster Report was launched in Amman by the Middle East office in collaboration with the Jordan RC and under the patronage of HM Queen Rania Al-Abdullah. The launch was attended by over 250 people including ministers, ambassadors, representatives of research/academic institutions and volunteers/staff of the Jordan RC.

The Arabic version of the Sphere handbook was produced in Amman. A CD containing the book's components was included in the package. Other literature translated into Arabic included the Management Guide of the Federation, the Gender Policy, the Tufts University study "One for All, All for one" and the PSP manual.

More training on FedNet (the Federation's intranet) was conducted for the regional information officer and others in Amman. A FedNet focal point was identified and trained. This created the opportunity to train other Federation staff and selected NS in the region.

Expected result: A nucleus information/communication network to improve knowledge and experience sharing and cooperation among NS in the region is established.

Achievements: Information officers from 15 MENA NS met for the first time in December 2003. One result was the establishment of a network of information officers in the Middle East and North Africa. The 2nd meeting was planned for December 2004, in the United Arab Emirates, but it has been delayed.

Expected result: Integrated planning, coordination and training activities are increased and more information support is provided to all Federation programmes, namely health and disaster management.

Achievements: Efforts were made to integrate key components of information and humanitarian values when events are organized in relation to other programmes, including health and care and disaster management. More needs to be done in 2005.

Expected result: Cooperation with international, regional and local media is enhanced and expanded to secure reasonable coverage of the Principles and activities of the Movement

Achievements: Initial discussion was started with Al Jazeera satellite TV station to explore areas of cooperation in order to use the station for the promotion of humanitarian values and the activities of the NS in the region. This effort is being coordinated with the Qatari Red Crescent.

The information unit of the Federation's regional office in Amman facilitates the production and distribution of information in the form of press releases, articles, and interviews. Such activities are intensified during disasters as was the case related the earthquake in Bam, Iran, and the recent tsunami disaster.

Expected result: Cooperation among the three components of the RCRC Movement is strengthened and solidified to continue presenting a united image of the Movement.

Achievements: Information work is coordinated with the NS and ICRC in order to ensure coherence in the messages and communication strategies developed to promote the Movement. Discussion is underway with NS of Iraq and the ICRC to organize training on information and communication as soon as the security situation is improved.

Objective: Continue to use Al-Ittihad newsletter to reflect a unified image of the Movement, cover activities of NS, increase visibility of the Federation and provide a higher profile to humanitarian values.

Expected result: More NS are contributing articles and news items to Al-Ittihad reflecting their activities, especially actions within local communities.

Achievements: The NS of Algeria, Iraq, Jordan, Morocco, Palestine, Qatar, Syria and United Arab Emirates have been increasingly contributing articles to Al-Ittihad as reflected in 2004 issues of the newsletter. Some articles have been signed by NS staff and volunteers to encourage more of them to write. This will continue in 2005.

Expected result: The mailing list of Al-Ittihad is expanded to include Arab NS that are not within MENA such as Sudan, Somalia, Djibouti and Mauritania in addition to Federation regional delegations and other external partners worldwide.

Achievements: New addresses have been added to the list of Al Ittihad including the prime minister and cabinet members in Jordan. The Sudan RC was added to the mailing list.

Expected result: Al-Ittihad's print run and number of pages are increased to accommodate demands from NS and other parties

Achievements: The number of pages of the Al Ittihad was increased from time to time. At least one issue was increased by 8 pages. The current print-run stands at 5,000, up from 4,000 last year.

Expected result: Visibility of NS, Federation and Movement is enhanced and humanitarian values dissemination is expanded

Achievements: Al-Ittihad continues to be distributed to all the MENA NS. In addition, the newsletter is distributed at the secretariat and most partner NS receive copies regularly. Several newspapers in Jordan have re-printed articles from the newsletter.

Objective: Design and execute, within 2004, a major pilot campaign on road safety in Jordan to change attitudes, and practices related to traffic and driving to reduce the high number of fatalities and injuries, and economic losses in the country. The campaign would be the first of its kind in the region. It would be followed by other campaigns in other countries suffering from the same problem.

Expected result: The advocacy part of the campaign has begun involving high political decision makers, various NGOs, government and private sector partners.

Achievements: More meetings were held, at the Jordan RC with several partners including the Jordan Society to Combat Road Accidents, the Ministry of Interior and the Traffic Department, to discuss the campaign. However, the campaign stalled at an early stage due to lack of project funds and hesitation of the NS. The revival of the campaign is currently being discussed with the Jordan Red Crescent to focus on schools and produce information material targeting students and parents.

Impact

- NS staff and volunteers are increasingly interested in improving their skills in terms of information and dissemination of humanitarian values. This can be seen from the increasing contribution they make to the regional newsletter-Al Ittihad.
- It is expected that increasing NS participation in the development and distribution of the Al-Ittihad will contribute to increased NS visibility which will, in turn, enhance the prospect of improving NS services to the most vulnerable people

Constraints

As coordination with the NS is improved, NS demands increase generating more work. This underscores the need to consider additional resources including human resources to ensure adequate support and response to the growing NS demand related to information and communication.

Organizational Development

Goal: The MENA NS play a stronger role in service delivery based on increasing autonomy and accountability.

Objective: The MENA NS have skilled human resources and work with efficient systems and procedures.

Expected result: NS leaders have been constantly improving their knowledge about the Movement maximizing their contribution to the development of the national societies.

Achievements: Organizational development (OD) support to the NS in the MENA region focuses on skills development. In 2004, the regional OD unit facilitated a number of skills development courses at various levels.

Leadership/senior management skills development was a primary area of focus. The purpose was to enable NS leaders and senior managers to play their role effectively. Their role focuses on the development of policies with strategic visions and participatory approaches. Ultimately, this will lead to the achievement of tangible results in terms of provision of improved services to people in need.

14 participants, including presidents and secretaries general, from 11 NS successfully completed the first leadership development programme (LDP). Started in 2003, the last two modules of the programme were implemented in 2004. The LDP enabled the participants to deepen their understanding of strategic and operational issues across a range of topics. The key topics discussed include the role of leadership in a changing environment, amendment of NS statutes, strategic planning, human resource development and management, team building, etc.

The participants contributed actively presenting case studies based on their experiences. This helped to build a positive environment for group dynamics based on peer support and learning

A case study from the Lebanese Red Cross summarized findings of a survey among university students. Accordingly, helping people with specific responsibilities in the community (e.g., working with others in the fight against smoking) represents the most important motivation for volunteering. The findings further indicate that the youth consider knowledge sharing more important than RC/RC Principles in terms of providing motivation for them to serve as volunteers. This highlights the need to constantly improve the policy and practice of volunteering based on the specific operational realities.

A case study from Moroccan RC indicated how the Society's partnerships dramatically increased after its involvement in an earthquake emergency operation in 2003. It provided a good example of how success in service delivery can be used as a springboard to promote advocacy and external relations.

The experience from the Yemen R.C highlighted the renewed effort being made to re-launch the NS. The fact that the momentum towards reform was created after the new leadership was established in 2003 underscores the critical role leadership plays in terms of initiating NS development and change.

A case study from the Qatar RC indicated how the NS tripled its income in the past three years by establishing a resource development department. It demonstrated a successful process in which the challenge of resource mobilization can be tackled with increasing professionalism and diversification of income sources.

Experience from the Syrian Arab R.C summarized the effort the NS makes to diversify its sources of income. The special permit the NS recently secured from the government, enabling it to use a certain percentage of proceeds from the sale of government stamps, was discussed in detail.

More than 90 percent of the participants rated the LDP as 'valuable'. They also saw it as an important input that can help them improve their performance as NS leaders and senior managers. The translation of the LDP material into Arabic and the participation of the trainees through case studies were emphasized as the key factors that contributed to the success.

The participants made the following recommendations:

- Leadership development should be linked to NS organizational change
- In the MENA context, NS leaders and managers often play complementary roles. Building on the similarities would be more important than emphasizing the differences.
- Future LDPs should include additional material on how to ensure effective leadership in a conflict environment.
- NS case studies, presented during the course, should be developed to promote knowledge sharing among NS.
- The LDP should continue involving more participants from the NS in the region.

The participants identified key topics for follow up in their respective NS. These include amendment of statutes (Lebanon, Palestine RCS, Syria and Tunisia) and leadership/management development (Jordan, Lebanon, Qatar and Yemen). This follow up will contribute to the sustainability of the effect of the programme at national level.

As part of the follow up, the participants established a committee to review the Arabic version of the manual developed to train NS leaders and managers at branch level. The committee, consisting of representatives from Lebanon, Libya and Qatar reviewed the manual and adapted it in terms of content and language. The implementation of the training manual will go a long way in improving leadership/management performance at branch level.

Expected result: Mid-level management skills have improved with staff and active volunteers trained on specific skills

Achievements: Mid-level management skills development is an essential requirement to strengthen OD capacities at the operational level. In 2004, selected NS staff and volunteers were trained on the project planning process (PPP, the Federation's planning methodology) The regional OD unit facilitated the training at regional and country levels.

18 participants from 10 NS were trained at regional level. At country level, 15 employees from the Palestine RC (including from its branches in Lebanon and Syria) were trained. The 2004 appeal of the Palestine RC was analyzed as a case study. In both cases, the majority of participants expressed satisfaction regarding the benefit of the training on the PPP. They stated that the training has given them more confidence to improve their performance in the development and management of projects.

13 project coordinators from the Jordan RC (headquarters and branches) participated in the integrated training focusing on volunteer management, branch development, project planning and financial management. The purpose was to help the trainees to work as multi-purpose operators.

16 Syrian Arab R.C volunteers in charge of disaster management units were trained on basic OD and disaster management. The training provided the participants with the opportunity to appreciate the link between OD and disaster management based on more integrated planning and management of NS activities.

22 participants (including six women) from 12 NS participated in the regional basic training course (BTC). The course enabled the participants to improve their skills, especially in the event of being mobilized for international missions through the Federation and the ICRC. It also contributed to the overall development of mid-level management capacities to improve performance at all levels in the context of their own NS.

The NS of the region recognized the regional BTC as an important initiative that enables the human resources from the region to contribute within the wider network of the Movement. In the joint evaluation made by the Federation and the ICRC, 17 participants were recommended for international missions. Some of them are now working as delegates with the Federation and the ICRC.

Additional tasks accomplished during 2004

Following the Manama declarations of the 4th MENA Conference (Bahrain 2004), initial steps began to be taken to strengthen NS youth structures and programmes. These included facilitation of exchange of experience among the youth/ volunteers and establishment of regional/sub-regional youth networks and action plans.

To maximize effective use of available experience from the region, a youth intern from the Lebanese RC has been engaged to work with the regional OD unit. The intern will work on the development of case studies to facilitate exchange of experiences among NS youth/volunteers. A regional youth conference is planned for April 2005. The conference will be attended by youth leaders/coordinators from all NS in the region. Participants will discuss

issues such as HIV/AIDS and road safety. They will also analyze challenges and opportunities that can promote or hinder youth activities in a RC/RC context.

Impact

- The LDP has proved to be a useful input to enable NS leaders/senior managers to think strategically and act effectively. The NS of Jordan, Syria and Yemen have articulated their visions through comprehensive strategic plans. The NS of Qatar is implementing a comprehensive reform and change strategy. A similar effort is underway in Syria. These initiatives indicate a trend in which leadership/senior management capacity building can lead to NS organizational change.
- In their evaluation of the course, the participants of the LDP promised 'to do things differently'. They also emphasized the contribution of the programme in terms of attitudinal change. In the words of one participant: *'The behavioural change I got through these courses will help me adjust a lot not only in my work but also within my family.'*
- Mid-level management courses have helped improve NS capacities to plan and manage projects. The NS of Iran, Jordan, Syria and Yemen are benefiting from the capacity building fund of the Federation. The allocation of the fund is based on the quality of project proposals. The integrated training in both Jordan and Syria is yielding results. Both NS are working to integrate their activities focusing on first aid and branch development.
- The MENA youth initiative can be considered an important first step to ensure effective youth participation in NS policy/decision making structures and programmes. It helps raise efficiency in service delivery with a prospect for better development of future NS leaders and managers.

Constraints

Although there is a growing realization that leadership development should lead to NS organizational change, difficulties have arisen in implementation. The experience of the Syrian Arab RC can be cited as an example. The NS committed itself to undertake a comprehensive reform based on assessment of structures, human resources as well systems and procedures. A local consultant was engaged to undertake the assessment. However, the consultant could not complete the project in time due to insufficient NS capacity /attention to facilitate data collection. In a sense, this reflects the nature of resistance a change process is likely to encounter in implementation despite apparent commitment at the policy level.

From the topics covered by the LDP, participants identified key topics for follow up in their respective NS. Although this is a positive move, it also represents a challenge. The increasing staff/volunteer turnover in the NS can also pose a threat to stability and continuity.

Primarily, the regional BTC is designed to prepare potential delegates who can be deployed for international missions. However, the rate of deployment lags behind the increasing pool of trained NS staff/volunteers. The challenge of addressing the gap requires concerted efforts by the Federation and the ICRC.

Coordination, cooperation and strategic partnerships

Goal: Effective and optimal utilization 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 the vulnerable people.

Objective: The NS 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.

Achievements: The Middle East Regional Office in Amman, as the secretariat focal point in the region for the coordination of assistance and support to the NS, focuses on capacity building in the four core areas (and organizational development) of Strategy 2010.

Technical support has been provided to the NS with varying degrees, as the region is very diverse in terms of priorities and needs.

The Gulf NS, with a primary focus on international disaster response, require support that can enhance their efficiency and visibility. The consultative meeting of the Gulf NS in Kuwait (27-28 November, 2004) was attended by a representative of the Gulf Cooperation Council (GCC) for the first time. This was seen as a commitment from the GCC, which is an inter-governmental regional body. This has given the Federation the opportunity to engage with the GCC, by inviting them to its forums for establishing a framework for planning and coordination of disaster response. A consultative meeting of Gulf NS in Kuwait provided an opportunity to launch

the Federation appeal for 2005. The President of the Federation, senior staff from the secretariat and officials from the Government and NS of Kuwait attended. Extensive media coverage of the event, helped raise the profile of the Federation as an organization able to coordinate international assistance to NS to serve the needs of the vulnerable people

In the effort to widen the scope of partnerships with donors and humanitarian agencies, a memorandum of understanding (MoU) between the Federation and WHO-EMRO is now valid after a series of consultative meetings during 2004. UNICEF and UNFPA were included in these meetings to broaden cooperation and coordination between the Federation and UN agencies. This has culminated in developing a joint pilot programme between the Yemeni Ministry of Health and Population, Yemen Red Crescent, the Federation, WHO and UNICEF focusing on community based integrated health and disaster preparedness to address the new sources of vulnerability among rural communities. The programme also includes advocacy and gender mainstreaming components.

The Federation regional office initiated a dialogue and consultative process with ECHO's Middle East regional office. The Federation submitted a paper to ECHO outlining the areas of mutual interest. The head of the ECHO regional office participated in the Federation's MENA management team meeting in November, 2004 and highlighted the focus of the new ECHO strategy. According to the new strategy, Palestine RC and Yemen are better positioned to benefit from ECHO funding in 2005. Contacts were also made with the EU delegation in Jordan, UNDP, UNRWA, WHO, UNICEF and UNFPA to build relations and identify possible areas of cooperation.

The regional launch in Amman of the World Disaster Report 2004 under the patronage of Queen Rania Al Abdullah of Jordan contributed to the visibility of the Federation and the Movement within MENA. It also created an atmosphere to enable better links between the Red Cross/Red Crescent Societies and other organizations/stakeholders including governmental and non-governmental organizations as well as the private sector.

To strengthen cooperation and coordination within the Movement, regular contacts are maintained with the ICRC country delegation in Jordan to discuss issues of mutual interest and coordinate the support to the NS. The Middle East regional office regularly presents Federation perspectives in the question and answer sessions at the integration course organized by the ICRC for their staff and delegates in the Middle East and Europe

Contacts with the ICRC country delegations in the region also aim to ensure greater harmony in capacity building support to the NS. The cooperation and coordination with the ICRC in Yemen has prepared the ground for initiating a cooperation agreement strategy (CAS) to be launched as a next step after the ongoing NS strategic planning. The CAS will enhance the possibility for the NS to work with its partners on a more coordinated and sustainable basis. Several partner NS, including the Danish Red Cross and the United Arab Emirates, are interested in working with the Yemen Red Crescent

Regular follow up is made to help the NS implement the declarations and pledges made during regional conferences. Following from the recommendations of the 3rd MENA Conference regarding the importance of gender mainstreaming, the NS of Egypt, Iran, Jordan, Lebanon, Morocco, Palestine, Syria and Yemen have designated focal points to follow up on gender and related issues. A similar effort is underway to strengthen the MENA youth network in line with the recommendations of the 4th MENA Conference

Key lessons learnt in the planning and management of appeal 2004

- The need to strengthen networks for better integration of programmes and optimal sharing of expertise
- The growing exchange of experiences among NS in the region provides a basis for further cooperation and coordination to ensure minimum standards in programming and management
- The need to increase NS information/communication capacities and networks to improve the profile and image of the Movement in the region
- Effective participation of trainees encourages NS ownership and commitment
- The use of resource persons from other organizations helps to broaden the perspectives of participants.
- The need to constantly adapt the definition of roles between governance and management according to the specificity of the context.

Strategic approaches for 2005

- Training activities to be linked to post-training follow up for a better prospect of sustainability
- NS independence to be promoted in each programme with identified exit or handover strategies
- Motivation/management of volunteers and the roles of women to be promoted in each programme
- Translation/cultural adaptation of manuals and other documents to continue as part of the capacity building support to the NS

The financial report is attached below. Please [click here](#) to return to the title page and contact information

International Federation of Red Cross and Red Crescent Societies

01.89/2004 MIDDLE EAST REGIONAL PROG

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA089
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	995,759	727,754	461,563	775,348	655,337	3,615,761
Opening Balance (B)	265,317	149,440	105,833	182,595	146,517	849,701
Income						
Cash contributions						
<i>British Red Cross</i>	52,916	163,370	53,425	140,432	80,138	490,281
<i>Capacity Building Fund</i>	89,770			49,000		138,770
<i>Danish Red Cross</i>	97,958	20,850		19,125		137,934
<i>Finnish Red Cross</i>	30,330					30,330
<i>Kuwait Red Crescent Society</i>					252,900	252,900
<i>Netherlands Red Cross</i>	43,900	5,470	1,882			51,252
<i>Norwegian Red Cross</i>	146,000		73,000	36,500	36,500	292,000
<i>Other</i>		0				0
<i>Swedish Red Cross</i>	140,395	34,051	17,025	154,931		346,402
Cash contributions (C1)	601,270	223,741	145,333	399,989	369,538	1,739,870
Reallocations (within appeal or from/to another appeal)						
<i>American Red Cross</i>					0	0
<i>Danish Red Cross</i>		0		3,965		3,965
<i>DFID - British Government</i>					-30,000	-30,000
<i>Finnish Red Cross</i>					3,276	3,276
<i>Monaco Red Cross</i>					0	0
<i>Norwegian Red Cross</i>			1,437	2,385	1,212	5,035
<i>Swedish Government</i>		-0				-0
<i>Swedish Red Cross</i>		0	14,357	-12,004		2,353
Reallocations (C2)		-0	15,794	-5,654	-25,512	-15,371
Inkind Personnel						
<i>Danish Red Cross</i>	49,187			25,007		74,194
<i>Netherlands Red Cross</i>		11,160				11,160
Inkind Personnel (C4)	49,187	11,160		25,007		85,354
Other Income						
<i>Miscellaneous Income</i>					349	349
<i>Service Agreements</i>					9,049	9,049
Other Income (C5)					9,398	9,398
Total Income (C) = SUM(C1..C5)	650,457	234,901	161,127	419,342	353,425	1,819,251
Total Funding (B + C)	915,774	384,341	266,959	601,937	499,942	2,668,953

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	265,317	149,440	105,833	182,595	146,517	849,701
Income (C)	650,457	234,901	161,127	419,342	353,425	1,819,251
Expenditure (D)	-689,753	-283,017	-116,528	-325,326	-201,326	-1,615,950
Closing Balance (B + C + D)	226,021	101,323	150,431	276,611	298,616	1,053,003

International Federation of Red Cross and Red Crescent Societies

01.89/2004 MIDDLE EAST REGIONAL PROG

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA089
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		995,759	727,754	461,563	775,348	655,337	3,615,761	
Supplies								
Medical & First Aid			378				378	-378
Teaching Materials			829				829	-829
Total Supplies			1,208				1,208	-1,208
Capital Expenditure								
Computers & Telecom	25,600	2,549	3,363				5,912	19,688
Office/Household Furniture & Equipm.		1,399	7,774	1,842	1,820	1,820	14,656	-14,656
Total Capital Expenditure	25,600	3,949	11,137	1,842	1,820	1,820	20,568	5,032
Transport & Storage								
Storage		242	437	416	22		1,117	-1,117
Distribution & Monitoring		1,174		36	158		1,368	-1,368
Transport & Vehicle Costs	87,875	17,323	3,708	3,965	15,318	5,064	45,378	42,497
Total Transport & Storage	87,875	18,738	4,145	4,417	15,498	5,064	47,863	40,012
Personnel Expenditures								
Delegates Payroll	1,185,150	93,857	123,746		94,437		312,040	873,110
Delegate Benefits		100,741	54,469		68,291	16,066	239,567	-239,567
Regionally Deployed Staff	463,919	251					251	463,668
Staff-on-Loan		64,094	600		605		65,299	-65,299
National & National Society Staff		31,791	6,111	39,219	21,147	67,040	165,308	-165,308
Consultants	56,000	25,980	9,254		123	15,000	50,358	5,642
Total Personnel Expenditures	1,705,069	316,716	194,180	39,219	184,603	98,105	832,823	872,246
Workshops & Training								
Workshops & Training	875,600	63,877	20,836	952	44,443	6,650	136,758	738,842
Total Workshops & Training	875,600	63,877	20,836	952	44,443	6,650	136,758	738,842
General Expenditure								
Travel	188,400	77,310	17,084	19,353	51,957	28,271	193,975	-5,575
Information & Public Relation	232,139	36,018	10,988	27,917	-10,611	6,158	70,470	161,669
Office Costs	131,054	12,291	-6,668	1,879	4,074	6,367	17,942	113,112
Communications	88,400	22,043	9,417	9,047	4,974	13,183	58,664	29,736
Professional Fees	34,600	1,286				128	1,413	33,187
Financial Charges	12,000	4,439	7,562	3,934	4,345	15,753	36,032	-24,032
Other General Expenses		15,124	3,536	396	3,401	6,262	28,719	-28,719
Total General Expenditure	686,593	168,511	41,920	62,525	58,140	76,120	407,215	279,377
Federation Contributions & Transfers								
Cash Transfers National Societies			24,064			480	24,544	-24,544
Total Federation Contributions & Tr			24,064			480	24,544	-24,544
Program Support								
Program Support	235,024	44,626	18,349	7,574	21,041	13,086	104,676	130,348
Total Program Support	235,024	44,626	18,349	7,574	21,041	13,086	104,676	130,348
Operational Provisions								
Operational Provisions		73,336	-32,821		-220		40,295	-40,295
Total Operational Provisions		73,336	-32,821		-220		40,295	-40,295
TOTAL EXPENDITURE (D)	3,615,761	689,753	283,017	116,528	325,326	201,326	1,615,950	1,999,811
VARIANCE (C - D)		306,007	444,737	345,035	450,022	454,011	1,999,811	