

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

3 May 2006

In Brief

Appeal No. 05AA081; Annual Report; Period covered: January - December 2005

Appeal target: CHF 2,129,249 (USD 1,733,480 or EUR 1,363,770); Appeal coverage: 125 % (*Please click here to go directly to the attached Financial Report*).

Related Emergency or Annual Appeals:

Middle East Regional Programmes Annual Appeal 2005. For details please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA081.pdf

Middle East Regional Programmes Annual Appeal 2005 – Programme Update no.1. For details please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA08101.pdf

Middle East Regional Programmes Annual Appeal 2005 – Programme Update no.2. For details please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA08102.pdf

Annual Appeals 2005 for Middle East and North Africa region. For details please see the website at <http://www.ifrc.org/where/mena.asp>

Middle East Regional Programmes Annual Appeal 2006-2007. For details please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAA81001.pdf

Programme Summary:

- Several NS health professionals have been working with the Health Unit of the Federation's Delegation as part of a staff-on-loan arrangement. This process defines a key element in NSs taking ownership of the planning and management of Federation support services in health and care.
- The Federation's contribution to NS capacity building in disaster management is gaining recognition. The Middle East Regional Office is now included as part of the ProVention Roster- *a global coalition/consortium of governments working to reduce risks and improve the lives and livelihoods of the most vulnerable*.
- Ericsson and the Federation launched the World Disaster Report 2005 at the World Summit of Information Society organized in Tunis.
- Fostering the process of engagement and exchange, the leadership development programme in the MENA region is primarily based on experiential learning with NS participants presenting case studies.
- The useful experience gained to date in coordinating with partners, both within and outside the Movement, has created a basis for scaling up the effort with more sustained and strategic approaches. This is in line with the Global Agenda of the Federation.
- The financial picture for 2005 reflects a very favorable situation with the regional appeal for the year covered 125 percent, thanks to the effective contributions from the MENA partners. In addition to the substantial amount brought forward from 2004, some of the partners had the possibility to contribute more than what was initially expected for the operation in 2005.

For further information please contact:

- Middle East Regional Office: Ahmed Gizo (Head of Regional Office) Phone +962 6 5694911; Fax +962 6 5694556; email: ahmedadam.gizo@ifrc.org
- In Geneva: Regional Department, contact Mr. Evgeni Parfenov, Federation Senior Middle East Desk Officer, Geneva email: evgeni.parfenov@ifrc.org, Phone 41.22.730.43.25; Fax 41.22.733.03.95

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 183 countries.

All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere Project) in delivering assistance to the most vulnerable. For more information please access the Federation website at: www.ifrc.org

Health and care

Goal: Strengthen preventive health and care programmes and capacities for MENA National Societies (NSs) to address health promotion, disease prevention, psychosocial support, public health priorities and first aid.

Objective 1: Information Networking, Knowledge Sharing & Skills Exchange.

Establish and support methods, tools and networks for timely and targeted exchange and sharing of relevant information, skills, and best practices to build capacity, sustain programme development, and support implementation.

- Relationships and communications were improved between MENA NSs as a result of exchanges of information at regional network meetings, regional workshops and trainings and through the e-bulletin.
- This sharing of experience and knowledge was reflected in the improving health services of NSs. The knowledge and experience of the Community Based First Aid (CBFA) regional trainers was shared with trainees who, in turn, shared their experiences with the volunteers and staff of their NSs.
- The exchange of knowledge on health activities has encouraged NSs to harmonize and develop their health programmes. The Health@MENA e-bulletin, circulated in Arabic and English, as well as other networking activities, has expanded the regional networking and exchange of resources and experiences.
- The NSs, represented by their focal points, participated in regional network meetings. The focal points formed working groups to contribute to regional developments. The NSs of the United Arab Emirates (UAE), Palestine and Yemen are currently working on a CBFA additional module related to Mother and Child Health.
- The Federation continues to encourage NSs to participate in regional health activities, with the positive result that the number of NSs taking part in the network meetings has increased.
- Several NS health professionals have been working with the Health Unit of the Federation's Delegation on a staff-on-loan arrangement. Such an arrangement helps foster knowledge and information sharing in the region and is a key element in NSs taking ownership of the planning and management of the Federation's support services in health and care.

Summary of regional networking and training workshops

Type of activity/networking	Number of participating National Societies	Regional facilitators	Number of beneficiaries / participants
Sub-regional CBFA training of trainers workshops (Egypt, Syria and Qatar)	15	Tunis RC, Lebanese RC, Syrian RC, Egypt RC, Jordan RC, Qatar RC, Moroccan RC & CBFA consultant	41
Country based ToT workshops (Iran, Yemen, Morocco & Palestine RC- Lebanon branch)	4	Syrian RC, Lebanese RC, Moroccan RC & the CBFA consultant	825

Sub-regional HIV/AIDS workshop	5	Jordan RC, Lebanese RC & Youth Coordinating Committee	14
PSP workshop (<i>Iraqi RC</i>)	1	Lebanese RC	15
CBFA Network meeting	15	Regional Health Unit (Federation)	21
PSP Network meeting	12	Regional Health Unit(Federation)	15

Objective 2: Prevention/control of HIV/AIDS & other infectious diseases.

Support targeted National Society efforts to develop human resources and access tools to enable the monitoring and management of awareness and stigma related to HIV/AIDS and other infectious diseases in accordance with country priorities and defined mandates.

- Five NSs participated in the Middle East sub-regional HIV/AIDS workshop. The workshop aimed to integrate HIV/AIDS activities in the Youth and Volunteers programmes of the NSs; contribute to the promotion of public awareness on HIV/AIDS including advocacy on fighting stigma and discrimination. The youth will have a role in the prevention of HIV/AIDS especially in peer education.
- The HIV/AIDS regional network meeting for 2005 did not take place due to the security situation and time limitations. The meeting was postponed to March 2006.
- The Federation supported the Yemeni RC in its monitoring role during two rounds of the poliomyelitis vaccination campaigns in Yemen conducted in collaboration with the Ministry of Health and the World Health Organisation.
- The Federation's document on Avian Influenza was sent to all NSs. Three NSs published health education brochures on Avian Influenza and launched public awareness campaigns. The brochures were also shared with the other NSs to encourage exchange of experience.



Yemen RC volunteers during the Polio vaccination campaign

Objective 3: Community -based first aid (CBFA) and relief health.

Support widespread use and application of newly updated/adapted community based first aid modules (the Movement, first aid, disaster management, public health, stress management, road safety, and HIV/AIDS) and expand relief health programme support.

- The CBFA training manual was published and disseminated/used by the NSs providing the necessary training guidelines to promote public health awareness.

- Forty one regional CBFA trainers were trained. This contributed to standardization and harmonization of the training contents and certification. The regional trainers also contributed to the training of staff and volunteers within their National Societies.
- The Regional Office supported country based CBFA training of staff and volunteers in Syria, Jordan, Iran, Yemen and Palestine RC/Lebanon Branch. A total of 825 persons benefited from these services.
- Gender balance was achieved among CBFA regional training participants.
- The CBFA volunteers promoted and supported the community based health initiatives started by their NSs using the CBFA approach. The CBFA volunteers in Yemen and Iraq effectively participated in the poliomyelitis vaccination campaigns.

Objective 4: Psychological support programme (PSP).

Support the integration, formalization and consolidation of psychosocial support services within relevant programmes and structures in the National Societies of the MENA region.

- The PSP concept and practice was widely promoted among the NSs. Twelve NSs acknowledged the importance of PSP and nominated qualified focal points to follow-up and develop PSP programmes.
- The PSP manual was finalized and disseminated on a CD. It is being used by the NSs providing training guidelines and as a dissemination tool. The manual will contribute to the integration of the PSP concepts in several ongoing health and health related programmes in the MENA region.
- The Federation assisted the NSs of Lebanon, Iraq and Jordan in their efforts to develop PSP programmes including the establishment of national PSP intervention teams. This has created a good basis for integrating PSP in the disaster management plans.
- Further efforts have been made to mainstream PSP into the core programmes of the NSs. As a result, the stress management module was included in the CBFA training manual and PSP focal points facilitated the PSP training component during the CBFA training of trainers' workshops. In Yemen, the PSP team members are actively involved in the disaster management training and in the community based health programme.
- Three working groups were established to prepare the training modules of the Arabic version of the Training of Trainers manual for PSP.
- Twelve NSs expressed their desire to prepare their PSP plans of action for 2006. The Federation will provide technical support as required.

Impact

The Federation's support to the NSs in health and care focuses on coaching and advising in the planning and management of their health services. This is done in such a way that they can effectively meet the expected national and international standards, including Federation policies related to health and care. This has enabled the MENA NSs to improve the qualities of their services focusing on the CBFA, HIV/AIDS and PSP themes as well as other health priorities.

The integration of CBFA, PSP and HIV/AIDS programmes in other health and health related programmes will provide the basis for longer-term sustainability and impact.

NS staff/volunteers benefited from the variety of training courses conducted with a considerable exchange of experiences. As a result, NS services are now more focussed and better targeted to address the critical gaps in the health sector in their respective countries. Continuous capacity building of NS staff/volunteers in this respect will also go a long way to promoting long term sustainability and impact.

Constraints

The delayed response from some NSs costs time and effort, especially in the follow up on HIV/AIDS.

Some NSs health focal points do not have the necessary authorization to plan, decide and coordinate. As a result, more time is needed to coordinate with NS leaders.

Disaster Management

Goal: The impact of disasters on vulnerable populations in the region is reduced through building Red Cross/Red Crescent human resource capacities in disaster preparedness and management.

Objective: MENA National Societies have strengthened their disaster management (DM) systems and capacities to be able to respond to disasters effectively.

Expected result 1: A regional roster of well trained disaster management teams exists and the teams provide responsive and focused services.

- As a result of intensive training of trainers (ToT) involving 53 staff/volunteers from the NSs of Jordan and Syria, a roster of disaster preparedness trainers has been established. This has created a momentum, enabling trained staff/volunteers from both NSs to work as national intervention team (NIT) members.
- A regional roster of Field Assessment and Coordination Team (FACT) has been expanded in the region. The roster consists of eight members from the NSs of Qatar, Palestine, Syria, Iraq, Morocco and the regional delegation in Amman.
- The network of disaster management coordinators has been consolidated following the DM coordinators meeting in Jordan and Iran. The network allowed the members to exchange experiences and establish technical relations to provide peer support in disaster management.
- The regional delegation sponsored the participation of the regional DM delegate and regional DM officer in the International Community Risk Assessment workshop in South Africa. This enabled the MENA regional delegation to be included as part of the ProVention Roster- *a global coalition/consortium of governments working to reduce risks and improve the lives and livelihoods of the most vulnerable*.
- The DM working group on human resources is developing the training needs assessment and profiles established in 2005. The purpose is to assist the NSs identify appropriate candidates for all DM-related training courses including training related to national intervention teams, disaster preparedness, FACT, Vulnerability capacity Assessment (VCA), emergency response units (ERU) and SPHERE standards.
- To harmonize assessment methodologies between the Iraqi RC and UNICEF in relation to the emergency situation in Iraq, the regional delegation facilitated a rapid damage assessment workshop for 26 UNICEF monitors (September 2005). The DM coordinator from the Palestine RC provided peer support in facilitating the workshop.

Expected result 2: Five NSs have been enabled to respond to natural and man-made disasters with a high degree of effectiveness as a result of the establishment of national intervention teams.



Disaster management review of Syria and Jordanian National Societies, Deir Ezzor

- Up to 130 Jordan RC volunteers have been selected and trained on dissemination, humanitarian values and first aid as part of the requirement for training as members of national intervention teams.
- The regional delegation published and distributed an assessment booklet to help NS staff/volunteers in the region in assessing emergency situations at national/local levels. The booklet will be used as a tool by the NIT members to assess the effects of disasters as a basis to launch effective operations.
- NIT guidelines are being developed to improve NS capacities in the development of effective response teams at national/branch levels. During the training in Yemen related to NIT, seven NS representatives reviewed the NIT concept and developed the first draft guidelines.
- The Syrian Arab RC NIT members participated in the national simulation carried out by the Syrian authorities to test the level of preparedness for each organization according to their contingency plans.
- The regional delegation provided technical consultation to the Qatar RC assisting their effort to establish a NIT in Qatar where staff/volunteers from other Gulf NSs were invited to participate, encouraging similar approaches in the development and effective use of national intervention teams.
- In response to the bombings in Jordan (November 2005), the regional delegation staff worked closely with the Jordan RC. Three ambulances were deployed by the NS to help in the emergency operation. Based on the experience of this event, the Jordan RC is planning to strengthen its preparedness capacity.

Expected result 3: Four NSs are effectively building up their disaster preparedness/disaster management (DP/DM) capacities by including disaster management units in their structures.

- Thirty-four members of the five regional DM working groups (assessment, relief health, human recourse development, logistics and standards and accountability) met in Iran during the 2nd week of December 2005. The working groups focused on the development of a plan of action for each group with regional mechanisms to integrate DM with other NS programmes including health services.
- A disaster management framework for the MENA region has been developed. It evolved as a culmination of a series of regional meetings involving the DM coordinators. This process is facilitated by the regional disaster management unit in cooperation with the Qatar Red Crescent and the Disaster Preparedness and Response Policy and Relations Division at the Secretariat. Ten NSs contributed to the process including the NSs of Lebanon, Bahrain, UAE, Qatar, Egypt, Yemen, Syria, Iraq, Jordan and Algeria.
- The DM projects, implemented by the NSs of Jordan and Syria in cooperation with the British Red Cross, are currently under review to assess progress and lessons learnt. The results of the review will determine the nature and direction of the future cooperation.
- The possibility to focus on safer access programme and integration of ICRC conflict preparedness activities within the DM project of the Syrian Arab RC was discussed jointly by the Syrian Arab RC, the Federation and the ICRC. Understanding also reached to pilot safer access programme in Syria and Yemen.
- To strengthen NS specialized operations, in coordination with the regional health and care unit, water/sanitation material is being distributed to the NSs including Yemen, Palestine, Syria, and Iraq. The specific details of the programme will be translated into Arabic and Yemen RC will be used as a pilot study.
- Database software for DM volunteers and practitioners has been installed in the regional office, data entry has commenced.
- To build up the human resource capacities of the Egyptian RC with a practical DM plan of action, a disaster management workshop for southern branches was facilitated by the Amman regional delegation in cooperation with the regional delegation in Tunis. Two volunteers from the NSs of Morocco and Syria also participated in the facilitation of the workshop. Part of the plan of action includes the establishment of a disaster management unit and exchange of experience with other NSs in the region.
- The regional delegation participated in the facilitation of the two-year (2006/7) plan of action established by the Iraqi RC with a focus on disaster management and related activities.
- The DM team of the regional delegation facilitated a discussion by the branch directors of the Syrian Arab RC to incorporate DM as a key element within the branch structures. The delegation also supported the Jordan RC to review and improve its DM structures.
- The training officer from the Saudi RC worked with the regional delegation, especially with the DM unit, to prepare a plan of action to improve the skills and capacities of their staff/volunteers working on international relief. Follow up steps are planned for 2006 in terms of training support.

Expected result 4: The Federation's logistics standards have been introduced and integrated into the logistic systems of three NSs.

- A computerized logistics programme has been installed by the Jordan RC and staff/volunteers have been trained on how to use the programme currently under testing in order to be used by other NSs.
- A computerized warehouse programme has been introduced to the NSs of Iraq and Syria. The branch directors and warehouse managers were trained in the system.

Expected result 5: Community based disaster preparedness projects have been launched based on VCA recommendations in five countries.

- In Jordan, a VCA plan of action has been developed; a VCA focal point has been appointed and a task force has been established. Efforts are also under way to introduce the VCA concept to other NGOs and government institutions in Jordan.
- In Syria, a plan of action has been developed; two VCA focal points have been appointed and a task force has been established consisting of DM executive committee members. Moreover, VCA training has been conducted for 28 Syrian Arab RC volunteers representing branches and HQ. Four Jordan RC staff participated in the training. The Yemen RC conducted a VCA study covering four governorates. The report on the Yemen VCA study has been finalized and the Yemen RC is planning to implement road-safety projects for three governorates at branch level on the basis of its findings and recommendations.
- A staff-on-loan from the Syrian Arab RC, working with the DM unit of the regional delegation, has started to develop caricatures demonstrating VCA processes and actions.

- VCA coordinators from the Lebanese RC worked with the regional delegation DM unit to support VCA training and processes in Lebanon.
- Twenty-one participants from the NSs in MENA took part in the regional VCA practitioners' forum (September 2005). The forum was organized to set up a VCA network based on lessons learnt. It also aims to enhance knowledge sharing with improved understanding of the potential role for NSs as VCA facilitators. The meeting contributed to the discussion around the need for mainstream VCA as an important planning tool. The new design of the VCA booklet was also discussed.
- Assisting the NSs of Morocco and Tunisia, the regional delegation facilitated the analysis and interpretation of the VCA data.

Expected result 6: Five NSs have been prepared to respond to disasters guided by Sphere Standards

- The regional disaster management unit facilitated a review of the application of the SPHERE standards in the region. Based on the results of the assessment, a plan of action has been developed to be implemented by the NSs of Iraq, Yemen, and Syria. Two training courses have been conducted on the implementation of SPHERE standards involving Syrian Arab RC volunteers. The SPHERE handbook and its summary have been widely distributed in the region. More than 3,000 copies have been published.
- Thirty-three participants representing all 12 branches of the Yemen RC received training on SPHERE standards facilitated by a trainer from the Syrian Arab RC. The regional delegation also facilitated the initiative started by the Yemen RC to develop a case study on the SPHERE standards.
- Twenty-eight representatives of various Iraqi institutions (including Iraqi RC) participated in a SPHERE training workshop organized by the United Nations Assistant Mission for Iraq (UNAMI). The regional delegation DM unit provided technical support.

Impact

The DM capacity building of NS staff/volunteers has contributed to behavioural change as result of which increasing attention is now given to disaster preparedness as opposed to the situation in the past where only disaster response was regarded as the beginning and the end of disaster management. The VCA efforts made by the NSs have contributed to this process of change. The DM plan of action established by the Syrian Arab RC for 2006-2008 emphasizes the need for the NS to adopt a community-based disaster preparedness policy as a matter of strategic concern

The MENA DM framework has provided a basis on which the regional disaster management strategy and action can be further developed reflecting NS priorities. The regional DM appeal for 2006-2007 has been based on this framework.

The NSs in the Gulf are now more aware of the importance of using Federation tools in their international assistance programmes with a prospect for better coordination and cost effectiveness. The role the NSs play in responding to disasters worldwide has increased their profile as humanitarian organizations with increasing capacity to deliver services.

Constraints

More efforts are required to motivate the NSs to communicate and interact more frequently with one another, on the one hand, and with the Federation, on the other. Although progress has been made in establishing working groups, more efforts will be required to keep them active and proactive in their respective areas of focus.

Although considerable efforts have been made to train as many staff and volunteers in disaster management, the effectiveness of these efforts depends on the degree of support the trained volunteers receive from NS leadership/senior management.

Coordination

Efforts are underway to improve cooperation and coordination between the NSs, on the one hand, and between the NSs and the Federation on the other. The DM networks and working groups are expected to enhance this process. It is also anticipated that the regional working groups will enhance cooperation and coordination in their respective areas of focus- logistics, human resources, assessment, quality/accountability, and relief-health.

Organizational Development

Goal: To assist the National Societies in their effort to provide quality/value-driven services based on improved capacity, commitment and credibility.

Objective: To enable the National Societies to improve their performance with stronger institutional and operational capacities in leadership/planning management, gender awareness/mainstreaming and youth participation.

Expected result 1: Enhanced planning and management capacities involving NS leadership/ senior management (NS policy makers) with increasing commitment towards sustainable/longer term development (including review/reform of statutes and development/implementation of strategic plans to improve National Society services in line with changing community needs).

MENA leadership development programme

After attending all three modules of the 1st cycle of the MENA leadership development programme (LDP) implemented in 2003 and 2004, the participants strongly recommended the programme continue involving other NS participants to enable them to:

- Acquire the necessary skills to improve leadership/management in view of the fact that good intentions alone will not ensure the required level of efficiency/effectiveness, and
- Learn more about leadership/management based on exchange of experiences in view of the fact that practical knowledge is best acquired through networking and peer support.

Accordingly, the 2nd cycle was phased in with the implementation of the 1st module conducted in Amman in May 2005 involving 16 leaders/senior managers from nine NSs (Egypt, Iran, Iraq, Jordan, Lebanon, Saudi Arabia, Syria, Tunisia and Yemen). Focusing on the 'institutional culture of the Movement', the 1st module of the programme enabled the participants to reflect/analyse the situation in their respective NSs as well as in the wider MENA context focussing on the Principles and Values of the Movement, structures and functions of each component of the Movement (ICRC, Federation, NSs) and cooperation modalities including the Seville Agreement.

The key strategic and operational issues covered by the 1st module include:

- NS challenges in the implementation of the Fundamental Principles and the need for greater coherence in the application of the Principles of Unity in view of the growing trend towards bilateralism/unilateralism,
- The need for more qualitative NS participation in the Movement's governance structures by electing the right people to represent the NSs,
- Ensuring effective NS participation in the national committees that monitor the implementation of Humanitarian Law in the respective countries,
- Alignment of national/local priorities with Strategy 2010 goals of the Federation reflecting the specificity of the local/national operational contexts and the universality of the Federation's Strategy 2010 goals,
- Increasing performance/ cost effectiveness, and
- Adequate recognition of the situational nature of leadership which requires a development process that does not impose a blue print of 'one size fits all' but exposes emerging leaders to a range of options/styles to help them grow as effective leaders.

The 2nd module of the 2nd cycle LDP, conducted in Damascus in September 2005, highlighted the importance of strategic visions, participatory approaches and tangible results for NS leaders/senior managers to be effectively in charge of the inherent dynamics of change in the development of their NSs. Fostering the process of engagement and exchange, the discussion was based on experiential learning with NS participants presenting case studies.

The discussion on *legal base review/reform* inspired the participants towards a critical appraisal of the situation in their respective NSs related to NS auxiliary role and the need to ensure a system of checks and balances based on clearly defined roles for governance and management in line with the Federation's guidance for NS statutes. The representatives of the Lebanese Red Cross shared their experiences in legal base review/ reform currently under way as part of the restructuring process of the NS.

The discussion on strategic/operational planning enabled the participants to appreciate their role, as leaders and senior managers, in providing vision and direction to enhance greater NS performance with a degree of excellence, integrity and creativity. This includes the process of strategic planning/management with effective participation of stakeholders, including the communities the NSs work with, in determining the nature/ direction of their services.

- The representatives of the Yemen RC shared their experiences in the development of their strategic plan in line with changing local priorities and the recommendations of the Mid-Term Review of Strategy 2010.
- Based on the continuing engagement of the NS in the rehabilitation of the victims of the 1992 earthquake, the experience from the Egyptian RC highlighted the challenge of effective planning and monitoring, addressing the nexus of emergency relief: recovery- rehabilitation-long term community development.

The discussion on learning individuals/organizations and knowledge sharing facilitated by an external consultant, highlighted the key issues related to:

- The linkage between the corporate identity of the organization(NS) and the learning ability of the individuals/its human resources(volunteers/staff),
- The need to address the challenge of continuous learning by developing the key ingredients of a learning individual including self awareness, imagination and will, and
- The importance of overcoming the instinctive factors such as fear to be able to learn and share knowledge with others.

The participants identified the key areas of interest for follow up in their respective NSs:

- Statutes(by laws)/, separation of roles between governance and management in Iraq, Iran, Lebanon, Yemen
- Strategic/operational planning: Egypt, Syria, Tunisia
- Branch level governance/management: Jordan.

The conceptual and practical benefits of both modules 1 and 2 were positively appraised by the participants. In the evaluation of the 2nd module, the topics on strategic/operational planning attracted the highest number of positive responses while the topic on legal base reform attracted the lowest number of positive responses- an indication of the challenge associated with legal base review as an aspect that requires fundamental institutional reform.

Self assessment and volunteer management-North African leadership forum

During the North African leadership forum in June 2005, the Federation facilitated the discussion on NS self assessment, overall capacity building and volunteer management. The forum provided a good opportunity to review NS priorities in the different areas of support as a basis for the long term plan of the Federation Secretariat support in the region with clearer perspectives for 2006-2009.

Support to the Yemen RC- leadership/management consultation at country level

In January 2005, a two-day leadership/management consultation was conducted involving 26 leaders and managers of the Yemen RC representing the headquarters and branches.

The agenda focused on leadership/management development including their respective roles in policy development and programming, review of the implementation of the Society's strategic plan and the recent branch development initiative the Yemen RC is developing in cooperation with the Danish Red Cross. The partnership with the Danish RC focuses on legal base review/reform, branch strengthening with emphasis on volunteering and promotion of cooperation (twinning) between the Yemen RC and the Danish Red Cross branches.

A strategic planning task force was established at the end of the consultation with representatives from the headquarters and branches. The task force developed the draft strategic plan for 2006-2010 after reviewing the implementation of the previous plan and taking into consideration internal and external changes affecting the working context in Yemen and the recommendations of the Mid Term Review of Strategy 2010 of the Federation.

Support to Syrian Arab RC - reorganization, legal base review/reform

The Federation assisted the Syrian Arab RC to engage a local consultant undertake a management /reorganization study with a focus on:

- Assessment of the aims and objectives of the Syrian Arab RC in line with its basic mission - protecting human dignity and serving the most vulnerable,

- (re)Definition of core tasks to clarify the distinct roles between governance and management, and
- Development of more streamlined core structures at the HQ and branch levels.

Based on the recommendations from the study, the Syrian Arab RC is taking steps towards a legal base review/reform which includes amendment of its statutes. Technical support is provided from the Federation's Legal Base Centre at the Danish Red Cross. The Society is also making preparations to review/update its five year strategic plan based on the results of the management/reorganization study and other relevant factors.

Expected result 2: Improved planning and management capacities involving NS mid-level managers and operators (at HQ and branch levels) to enhance National Society operational efficiency with increased community participation in the planning and management of their services.

Strengthening NS operational planning capacities

At regional level, 13 NS staff/volunteers from the NSs of Egypt, Iraq, Libya, Palestine and Yemen participated in the project planning process (PPP) facilitated by the Federation. The training enabled participants to acquire the basic skills and competencies required for project planning and management..

At country level, 16 staff/volunteers selected from the HQ and branches of the Iraqi RC attended the PPP training conducted in Amman (June 2005). In the context of the ongoing violence and instability in Iraq, the Iraqi RC is virtually the only organization with a branch infrastructure to reach out to the victims. The PPP training was given in response to the expressed needs of the Society to strengthen its local capacities in the planning and management of its programmes at national and branch levels.

In addition, technical and professional support was provided to the Iraqi RC during the planning workshop organized by the NS to articulate, in a collective way, the key priorities for 2006/7 as a bridge towards the establishment of a long term strategy. Attended by members of the Iraqi RC national board and branch representatives, the forum provided an opportunity to review the status of planning within the International Federation in general and within the MENA regional context in particular.

Support to the Yemen RC in resource development

Thirteen branch representatives from the Yemen RC attended a course on resource development (November 2005) as part of the effort to improve the financial management capacities of branch staff and volunteers.

The discussion enabled the participants to explore the diverse techniques in resource development. The participants expressed their desire to explore the opportunities for analysing the feasibility of each technique/success factor in their respective branches. Further efforts are required to improve the threshold of NS self reliance as an important strategic goal.

Inter NS knowledge sharing based on study visits

In June 2005, the Development Department Head of the Palestine RC made a study visit to the Qatar RC. The study visit was organized by the Federation to promote inter NS exchange of experience, as the Qatar RC is one of the pioneers in the region in terms of undertaking comprehensive NS reform focussing on structures, human resources and services. As a result, the Society has considerably scaled up its domestic and international services based on enhanced organizational and operational capacities. The report from the study visit has been shared among all the NSs in the region for a wider benefit of lessons learnt.

Support to the Iranian RC– coaching of senior staff and training of potential delegates

As part of the effort to enhance NS planning/management capacities through a process of individual coaching/mentoring, the Deputy Head of the International Department of the Iranian RC attended a focused OD/capacity building consultation organized by the Federation Delegation in Amman. The process is designed to enable the coachee to facilitate the development of the Iranian RC in line with Federation OD and capacity building benchmarks.

Responding to NS felt needs to train selected volunteers/staff as potential delegates, the Federation facilitated the planning and coordination of the regional basic training course (BTC) in Tehran (May 2005) in cooperation with the ICRC. Fifteen participants from the Iranian RC and five from other NSs in the region attended the course.

The NSs in the region attach a high priority to the BTC. In particular, the Iranian RC values the BTC as a critical input to train its volunteers and staff who will be deployed to manage the society's international assistance programmes in other countries. More than 40 percent of the trainees were recommended as potential delegates to work internationally through their own NSs as well other components of the Movement.

Orientation on integration of organizational development and disaster management

During the meeting of the disaster management working group, members in the region drawn from 12 NSs (Amman, March 2005), the concept and practice of integration of OD and DM was discussed in detail. The conceptual elaboration focused on:

- The dilemma of growth (as an inevitable consequence of expansion)
- Increasing departmentalization focusing on projects/departmental activities with less and less attention to the bigger picture (overall NS goal/s).

The key challenges that hamper the process of integration were discussed:

- The problem of increasing information/communication needs (information overload)
- The problem of increasing demand for change, and
- The challenge of collective decision making (team work).

The following were also emphasized in terms of the solution (ABC) to promote integration:

- Awareness/knowledge (including specialized knowledge for each department and complementary knowledge/interdisciplinary across departments),
- Balance (between departmental and interdepartmental focus) to enable departments to pull towards the same direction,
- Control/management (based on a matrix rather than project management style) and including control-based (especially in emergency operations) and participatory/democratic approaches depending on the context.

Expected result 3: With designated focal points working in each NS, an increasing number of NSs are taking positive steps in terms of gender mainstreaming (balancing) at institutional and operational levels including membership, leadership/management as well as service delivery and advocacy.

NS support in gender awareness and development

In line with the recommendations of the 3rd MENA conference (Tehran, 2001), the Federation is supporting NS efforts to consolidate gender awareness and development

The gender awareness training focuses on increased gender awareness among NS leaders and managers at HQ and branch levels as a pre-condition for improving gender balance in the process of election of governance and in the recruitment/employment of staff and volunteers and to promote gender sensitivity (mainstreaming) in planning and programming. The training is facilitated by the gender focal point from the Jordan RC based on a process of peer support.

In March 2005, twenty participants from the Yemen RC attended the gender training workshop in Sanaa (Yemen). At the end of the training, the participants, including leaders/managers from the HQ and branches, agreed on the following:

- The gender focal point of the Yemen RC will strengthen gender awareness at all levels involving staff, volunteers, beneficiaries and other partners working with the NS,
- Basic data to be established reflecting the gender profile of the Yemen RC at all levels,
- The necessary support to be given to staff/volunteers, in terms of communication capacities, to enable them to access the Web site on MENA Gender Communication Network to facilitate exchange of experiences between the NSs in gender and gender related issues.

In September 2005, 33 NS leaders/managers and staff/volunteers from the HQ and branches of the Syrian Arab RC attended gender awareness training in Damascus. The main topics covered included basic concepts of gender, the gender policy of the Federation and analysis of specific case studies on gender awareness and mainstreaming. As part of the follow up, the participants will develop sex-disaggregated data to determine the gender profiles of volunteers/staff and project beneficiaries. Networking among the branches and exchange of experience on gender also constitute part of the follow up.

NS gender focal points trained as trainers on gender

In November 2005, NS gender focal points from Egypt, Jordan, Iran, Lebanon, Palestine, Syria and Yemen attended the training of trainers on gender (ToT). Based on the global gender training manual translated into Arabic, the training focussed on analysis of case studies, demonstrating how gender can be mainstreamed within NS programmes including disaster management and health services.

The ToT marked a qualitative improvement with a distinct shift towards the realm of mainstreaming at the level of NS policy making and programming. It also created a momentum to address the challenge of gender as a critical component of NS development through further efforts in gender awareness and mainstreaming.

Training of women in leadership and management

In December 2005, as part of the Federation–UN partnership in leadership development, three RC/RC youth representatives from the NSs of Iraq, Lebanon, and Palestine attended leadership training organized by the UN University of Leadership Institute (UN-ULI) in Amman.

With more than 20 participants from different parts of the world, the training focussed on capacity building of emerging women leaders. Both theoretical and practical aspects were covered including interaction and discussion with veteran women leaders who have demonstrated successful leadership qualities in post-conflict and transitional environments.

Gender pilot project review

The Federation facilitated the review of the gender pilot projects of the Iranian RC implemented in line with the recommendations of the 3rd MENA conference (Tehran, 2001). The review, conducted in December 2005, highlighted the lessons learnt and the challenges faced in gender awareness and mainstreaming. The results of the review have been shared among the NSs.

Expected result 4: Increasing youth participation in the planning and management of NS services as well as in the organization and management at HQ and branch levels.

MENA youth forum

The 1st MENA youth forum was organized in Damascus (June 2005) involving 24 NS youth leaders/coordinators. In line with the Manama Declaration (4th MENA Conference 2004), the forum discussed RC/RC youth roles, achievements and challenges. The participants agreed on the key areas of focus including promotion of the Fundamental Principles and Values of the Movement (Humanitarian Law), disaster management, community-based first aid and HIV-AIDS. The participants established the MENA youth coordinating committee (YCC) consisting of six representatives from the NSs of Egypt, Iraq, Iran, Palestine, Lebanon and Saudi Arabia.

4.2. Monitoring/follow up by the MENA youth coordinating committee

In September 2005, the YCC convened its first meeting in Beirut. During the meeting the YCC:

- Reviewed the progress in the implementation of the activities agreed at the Damascus forum,
- Discussed the need to improve youth participation in international conferences including the General Assembly of the Federation, MENA Conferences, and
- Agreed on a regional plan of action to strengthen NS youth activities and structures in line with the Manama Declaration.

Volunteer management and development

Twenty youth volunteers from ten NSs participated in the youth volunteers management workshop organized in Tunis (December 2005). The workshop focussed on how to ensure effective youth participation in decision making internally at all levels within the NSs and externally through participating at regional and international platforms. The draft recommendations from the workshop will be presented and discussed during the 5th MENA conference (May 2006).

Three youth volunteers (two from Egypt and one from Tunisia) attended the workshop on volunteer systems management organized by the OD Department of the Secretariat. Conducted in Nairobi, Kenya (October 2005), the workshop focussed on a number of relevant topics including an analysis of how to link development initiatives with emergency programmes to enable volunteers to contribute effectively in addressing NS/community needs, including emergencies and development.

Empowerment of RC/RC youth in the prevention of HIV-AIDS

As part of the integrated support in organizational development and health, 14 staff/volunteers from the NSs of Jordan, Iraq, Lebanon, Syria and Yemen attended a training of trainers' course on HIV-AIDS conducted in cooperation with UNICEF (September 2005). The training focussed on the promotion of youth to youth approaches in the prevention of HIV-AIDS and integration of HIV-AIDS within the existing NS health services. NS representatives from Jordan, Lebanon and Palestine played a significant role in facilitating the training, enhancing the prospect of further training through twinning arrangements and peer coaching.

RC/RC youth role in the prevention of HIV-AIDS was discussed at the regional UNICEF forum in Yemen (November 2005) attended by the focal points for HIV-AIDS in each country working with UNICEF in the MENA region. Stronger collaboration between the NSs, Federation and UNICEF will contribute to the empowerment of the youth in the prevention of HIV-AIDS.

MENA youth participation within the Mediterranean setting

In October 2005, eight youth volunteers from the NSs of Egypt, Lebanon Syria and Tunisia participated in the Mediterranean youth training in Spain. The participants were able to improve their advocacy, as the training focussed on issues related to respect for diversity with increased capacity to fight discrimination.

Fourteen youth volunteers from Algeria, Egypt Lebanon, Palestine and Tunisia participated in the Mediterranean Camp organized in Italy (August 2005). The agenda focussed on migration, addiction, pandemics (HIV-AIDS), disaster preparedness, human rights and the role of youth in reducing violence

MENA youth participation in the 15th General Assembly of the Federation

In line with the 4th MENA Conference declaration, nine NSs (Algeria, Bahrain, Egypt, Iraq, Lebanon, Palestine, Qatar, Tunisia, and Syria) included youth representatives in their delegations that attended the 15th General Assembly of the Federation (Seoul, November 2005). This was recognized as a good example that demonstrates the increasing recognition of the important role played by the youth in advancing NS missions in the region. In recognition of the exemplary role it plays in the reduction of the adverse effects of land mines, the Palestine RC received the youth award organized by the Federation in connection with the General Assembly.

RC/RC youth participation at the World Information Summit

The summit, organized in Tunis (November 2005) provided an opportunity to disseminate widely the RC//RC youth roles and experiences within and outside the MENA region. Useful lessons were also learnt regarding the use of new technologies to enhance youth services to the communities in the different areas including prevention of HIV-AIDS and promotion of literacy.

Knowledge sharing in volunteering through case studies from the Lebanese Red Cross

To enhance cross-fertilization of lessons learnt within the region, a case study has been developed and shared among the NSs. The case study is based on the experience of the Lebanese RC where youth volunteers have demonstrated their capacity and commitment to serve effectively in times of both conflict and peace.

Expected result 5: The process and content of the OD/capacity building support to the NSs is comprehensively assessed providing a stronger basis for a better 'fit' between NS priorities and the Federation's strategy 2010 goals.

A MENA-wide review is currently underway to analyse achievements, challenges and lessons learnt through the Federation's OD support to the NSs in the region. Facilitated by an external consultant and a steering committee with representatives from the NSs of Egypt, Jordan and Yemen, the review is based on mobilization of overall feedback from all NSs and more in-depth assessment of five sample NSs including Egypt, Jordan, Lebanon, Syria and Yemen.

The assessment focuses on:

- Leadership/senior management development as a strategic point of intervention,
- Mid/branch level management development (skills development of staff and volunteers),
- gender development to improve awareness and mainstreaming for better gender balance,
- RC/RC youth (volunteers) development to improve youth structures and programmes, and
- Community development/empowerment by the NSs with or without Federation support.

The results of the review will be shared among the NSs to improve future OD efforts based on lessons learnt.

Impact

As a point of strategic intervention, the leadership development programme (LDP) in MENA is gaining traction in terms of improving knowledge of NS leaders/senior managers. The recent move towards reform (including review/ development of strategic plans and amendment of statutes in some NSs including Qatar, Syria and Yemen) can, to a great extent, be attributed to the positive impact of the LDP in terms of raising leadership motivation and commitment.

Emphasising the strong linkage between the LDP efforts and the behavioural change increasingly required to ensure success in leadership/management, the President of the Syrian Arab RC, in his closing statement during the LDP course in Damascus, emphasised that “effective leadership/ management does not come from the heart but from talent and excellence.”

Constraints

The changing nature of the operational context presents a challenge which needs to be addressed with increased flexibility in terms of implementation of plans and budgets. A number of activities have to be re-planned following the growing security concerns in the wake of the explosions that targeted three hotels in Amman (November 2005).

However, the nature and direction of allocation of some funds makes it difficult to support longer term NS overall development in a flexible way. The proposal from the Syrian Arab RC to pursue its reorganization/reform process using resources left over from the ‘dam-break’ emergency operations had to be rejected, as the request was considered incompatible with the strict requirements of the fund.

Coordination

The regional OD support is planned and implemented in coordination and cooperation with the host NSs and their supporters including ICRC and participating NSs.

Coordination and cooperation with the International Leadership Institute of the United Nations is a vital element especially in the planning and implementation of the LDP cycles.

The coordination/cooperation with UNIFEM (United Nations Development Fund for Women) and UNICEF plays a significant role in improving the effectiveness and impact of the Federation’s OD support services in gender and youth, respectively.

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 and improves the prospect of saving lives.

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

Expected result 1: Communication capacities of the NSs in the region are improved through training of information staff and volunteers.

Training of NS information officers/focal points

Four major training workshops were organized to train information officers involving staff/volunteers from the NSs of Algeria, Egypt, Jordan and Syria. The training curriculum included networking between the centre (headquarters) and the branches to create an information network within each NS and to ensure the flow of information from branches to the centre. The training also focussed on exchange of knowledge and experience among the branches to strengthen their information/communication capacities. As a follow up to the workshops, information networks were established in the four countries. Some are more active than others and follow-up is required in order to ensure continuity and sustainability.

The Federation facilitated the one-day workshop organized by the Qatar RC to train its volunteers/staff in information issues. The Qatar RC is developing its information capacity to support expanding projects and programmes delivering humanitarian assistance around the world.

Expected result 2: A central information/communication network to improve knowledge and experience sharing and cooperation among NSs in the region is established.

Regional network/follow up committee

In addition to the training of information officers/focal points, a regional network has been created and a follow-up committee established consisting of three NS officers (one each representing the Gulf, the Middle East, and North Africa) and the Federation's regional information officer. The network will monitor the progress of information/communication in each NS. Communication via e-mail and telephone has been actively promoted among members of the group and led to some of the training workshops mentioned above. The follow up committee is expected to meet periodically in order to encourage NSs to enhance their information/communication capacities as a pre-condition to improving and expanding their services to the communities.

Expected result 3: Visibility of NS, Federation and Movement is enhanced and dissemination of humanitarian values is expanded in the region.

Al-Ittihad

Three issues of Al-Ittihad (the Federation's regional news letter) were released during 2005 covering news and activities of NS and the Federation in the region. The newsletter is distributed in more than 50 countries and represents an important tool to promote RC/RC mission and activities in the region and beyond. According to the plan to profile a National Society in each issue, the last issue profiled the Egypt RC analysing in detail the various services the Society provides to the community.

The World Disaster Report launched in the region

The World Disaster Report 2005 was launched in Amman, Algiers and Tunis. Media coverage of the report was extensive in Jordan and Algeria. A large launch was to take place in the United Arab Emirates but had to be postponed because it coincided with the beginning of the Holy month of Ramadan. Copies of the report, its main findings and a press release were distributed to all the main Arab media, both local and regional.

The World Summit on Information Society in Tunis

The Federation participated in the World Summit on Information Society (WSIS) in Tunis. The well-organized stand of the Federation attracted a number of visitors and thousands of leaflets, booklets and brochures produced by NS in MENA were distributed. The Tunisian RC benefited from the event, as many students showed interest in volunteering. Also Ericsson and the Federation launched the World Disaster Report during the summit.

The Federation's communication guide translated into Arabic

The Communication Guide has been printed in Arabic after long delays due to technical problems. The guide (with over 400 pages) is extensive and will be useful in strengthening NS information/capacities especially in terms of training of volunteers and staff. The guide covers a wide variety of practical topics related to media and information.

A booklet on the Manama Declaration

A booklet on the Manama Declaration (summarizing the main recommendations of working groups, and highlights of the most important speeches of the 4th MENA Conference held in Manama) was produced and distributed among the NSs.

Promotional material

Promotional material including greeting cards for the Holiday Season 2006 (Eid Al-Fitr, Eid Al-Adha, Christmas, New Year) were produced in collaboration with the Jordan RC, featuring embroidered works of the trainees at Society's Vocational Centre. The cards and other promotional material are being distributed to NSs and their partners.

The RC/RC magazine produced in Arabic for the first time

In collaboration with the Information/Communication Department at the Secretariat, the Regional Delegation has produced the RC/RC magazine in Arabic. The magazine was printed in Amman at the end of December 2005 and distributed to NSs and other target audiences.

Advocacy support on road safety

Work is in progress to assist the advocacy efforts of NSs related to road safety. Material is being developed, including scripts and scenarios for promotional purposes. Discussion is also under way about engaging a consultant, a well-known artist/comedian, to finalize the scripts and start production.

Partnerships with the media

Several interviews were conducted with regional TV and radio stations including MSNBC, UN Radio, Abu Dhabi TV and a number of newspapers related to the South Asia (tsunami) disaster and the World Disaster Report.

A follow-up meeting was held with Al-Jazeera during the first half of December 2005. Another was held with CNBC satellite channel based in Dubai. Both channels expressed readiness to cooperate with the Federation. As a start, two interviews were broadcast live on Al-Jazeera involving Federation representatives from the Secretariat and the region.

A one day meeting on the role of journalists in disseminating humanitarian values was held in Qatar with active participation by the Federation, the NS of Qatar and the ICRC. The proceedings were broadcast live on Al-Jazeera Direct.

Impact

NSs are showing increasing interest in the Fundamental Principles and Values of the Movement as well as in working together on key areas of common concern. Local information networks are being established and strengthened in several NSs.

A direct result of the training of information officers/focal points, is that the role of information in each NS has increased with a growing dynamism in terms of inter-NS cooperation.

- The information officer and the photographer of the Qatar RC had been sent to Muthaffarabad (Kashmir) to ensure good coverage of the earthquake operation.
- The UAE RC information officer has been on several TV channels disseminating the activities of the NS related to the Tsunami and earth quake operations in Pakistan
- The Egyptian RC has been streamlining its information structures at central and branch levels.

NS information/communication capacity building (a combination of training, publications, translations and expanded relations with the media) has created a conducive environment where NSs can improve their services based on increasing popular support.

Constraints

The lack of personnel at the information section in MENA during the first half of the year was a major constraint. However, efforts have been made to overcome this challenge by employing additional staff and engaging consultants for some specific tasks.

Coordination

Development of partnerships with the media is a long process that requires sustained follow up. The process, which started with the various electronic and print media, will continue to promote public awareness and generate support for humanitarian work in the region. Coordination with NSs in the region has improved. The information officers' network has been strengthened and further coordination with all the NSs in the region will focus on more detailed strategies to enhance NS information/communication capacities as the key ingredients of their overall development goals.

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 services and advocacy 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

Support to the National Societies including representation/advocacy

The Middle East Regional Office facilitated the regional planning meeting in August 2005 in which the Federation's support strategy for 2006-2009 was discussed together with the appeal for 2006-2007.

The Head of the Federation's Middle East Office (HoRO) participated at the Dubai International Aid and Re-development Conference at the Dubai International Convention centre, in April 2005, and made a presentation on the activities of the International Red Cross with a focus on disaster management. The event created a good forum for the Federation to profile itself as an international organization with a strong network of national Red Cross and Red Crescent Societies. He also discussed with the UAE Red Crescent the possibility of establishing a regional humanitarian hub for training and debate in the free zone of Dubai.

The HoRO visited the NSs of Bahrain, Qatar and UAE to discuss areas of cooperation for strengthening NS services. The need to support the Lebanese Red Cross emergency appeal (related to ambulance operation) was discussed with the respective NS leaders and managers. The HoRO also visited the Lebanese Red Cross to discuss the future of the Federation presence in Lebanon. A clear time frame and action plan was drawn up to ensure that support to the NS will continue from the Regional Office after phasing out the Federation country level presence.

Preparations have been finalized in which the Yemen Red Crescent will work as an implementing partner for the multi agency community-based programme to be carried out in cooperation with the World Health Organisation (WHO), United Nations Children's Fund (UNICEF) and the Ministry of Health and Population in Yemen. The Yemen Red Crescent is also supported by the Federation in its effort to organize a partnership (CAS) meeting based on its strategic plans.

As part of the advocacy efforts of the Middle East Regional Office, the World Disaster Report was launched in Amman on 05/10/2005 in collaboration with Jordan Red Crescent.

During the reporting period, the HoRO visited and met separately with the Ambassadors of Bahrain, United Kingdom, Sweden, Norway, Switzerland, United Arab Emirates, Qatar, Kuwait and Saudi Arabia. He briefed the Ambassadors about the activities of the NSs and the Federation in the region.

Movement Cooperation

Regular meetings were held with the ICRC country delegation in Jordan to harmonize the support to the Jordan RC. The Middle East Regional Office and ICRC shared plans for 2006-2007. Similar meetings were held with the ICRC, Syria country delegation regarding the support to the NS in disaster management.

Coordinated support was provided to strengthen NS preparation towards the Federation 15th General Assembly and Council of Delegates (November 2005). The Regional Office ensured that important documents including 'the Federation of the Future' were translated into Arabic and dispatched to the NSs. During the sessions of the Federation General Assembly and Council of Delegates, the HoRO also seized the opportunity to facilitate inter-NS cooperation. This included the meeting between Bahrain RC and the Secretariat Asia Pacific Department to follow up on the efforts of the Bahrain RC in supporting NSs in the countries affected by the Tsunami disaster, as well as a meeting between Yemen RC and the Iranian RC to improve cooperation between the two NSs.

Other Movement cooperation activities during the reporting period include:

- Facilitating efforts of the Bahrain Red Crescent to assist the Tsunami victims in South East Asia
- Participating at the NS General Assemblies, Palestine RC in May and Lebanese RC in December 2005
- Participating at the Round Table Meeting with the Magen David Adom (MDA) in Tel Aviv in which various issues, including the emblem issues and the on going process for the adoption of a 3^d Protocol were discussed

- Participating at the executive committee of the Arab Red Crescent /Red Cross organization hosted by the Syria Arab Red Crescent Society
- Providing the required technical support to the Qatar RC in organizing the 2nd meeting of the Gulf NSs in September 2005, and to the Saudi RC in preparing and conducting the 33rd session of the Arab NSs RC/RC General Assembly in March 2005
- Coordinating support to the PNSs working bilaterally in the region including Danish, French and German Red Cross.

Impact

Continued contact and dialogue with NS leaders in the region has generated a momentum that enhances the profile of the Federation as a serving leader. The capacity building support to the NSs has increased based on consistent and coherent engagement with NSs in their efforts to improve their efficiency and impact. This has largely been done through enhanced adaptation of Federation standards and systems.

Constraints

Limited NS absorption capacities, coupled with a highly centralized decision making environment remains a key challenge that needs to be addressed through continuous dialogue and consultation.

Coordination

The useful experience gained to date in the process of coordination with partners, both within and outside the Movement, creates a basis for scaling up the effort with more sustained and strategic approaches in line with the Global Agenda of the Federation.

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
MIDDLE EAST REGIONAL PROGRAMMES

Selected Parameters	
Year/Period	2005/1-2005/998
Appeal	M05AA081
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
A. Budget	692'909	364'000	264'436	597'818	210'086	2'129'249
B. Opening Balance	205'996	73'206	150'431	276'611	298'616	1'004'860
Income						
Cash contributions						
British Red Cross	40'773	351'488	43'333	96'473	78'262	610'330
Danish Red Cross	36'362					36'362
French Red Cross	1'963					1'963
Norwegian Red Cross	227'037	80'000	75'424	233'604	12'712	628'777
Swedish Red Cross	127'967		16'830	159'752		304'548
C1. Cash contributions	434'102	431'488	135'587	489'829	90'974	1'581'980
Reallocations (within appeal or from/to another appeal)						
Kuwait Red Crescent Society					-45'000	-45'000
Norwegian Red Cross				33'420		33'420
On Line donations			45'000			45'000
Swedish Red Cross				5'243		5'243
C3. Reallocations (within appeal)			45'000	38'662	-45'000	38'662
Other Income						
Service Agreements					29'492	29'492
C6. Other Income					29'492	29'492
C. Total Income = SUM(C1..C6)	434'102	431'488	180'587	528'491	75'466	1'650'135
D. Total Funding = B + C	640'098	504'694	331'018	805'102	374'082	2'654'995

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	205'996	73'206	150'431	276'611	298'616	1'004'860
C. Income	434'102	431'488	180'587	528'491	75'466	1'650'135
E. Expenditure	-430'146	-325'593	-140'318	-473'397	-160'018	-1'529'471
F. Closing Balance = (B + C + E)	209'953	179'102	190'700	331'705	214'064	1'125'523

Selected Parameters	
Year/Period	2005/1-2005/998
Appeal	M05AA081
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)		692'909	364'000	264'436	597'818	210'086	2'129'249	
Supplies								
Medical & First Aid	5'000	715				57	772	4'228
Utensils & Tools			110				110	-110
Other Supplies & Services	5'000							5'000
Total Supplies	10'000	715	110			57	882	9'118
Land, vehicles & equipment								
Computers & Telecom	7'000		2'466	1'372	1'197	2'092	7'127	-127
Office/Household Furniture & Equipment			6'686				6'686	-6'686
Total Land, vehicles & equipment	7'000		9'152	1'372	1'197	2'092	13'813	-6'813
Transport & Storage								
Storage		54	1'212			121	1'317	-2'704
Distribution & Monitoring				883			1'824	-2'707
Transport & Vehicle Costs	62'860	10'270	4'184	3'884	13'925	8'123	40'385	22'475
Total Transport & Storage	62'860	10'324	5'395	4'766	14'047	11'264	45'796	17'064
Personnel Expenditures								
Delegates Payroll	222'000	72'488	97'134		95'991	630	266'243	-44'243
Delegate Benefits	346'240	90'838	44'814		34'297	932	170'882	175'358
Regionally Deployed Staff		3'594			21'541		25'135	-25'135
National Staff	290'578	30'699	5'355	51'556	22'345	93'806	203'762	86'815
National Society Staff		24'286	14'984	586	12'718	225	52'799	-52'799
Consultants	133'450	13'882		1'446	12'295		27'623	105'827
Total Personnel Expenditures	992'268	235'787	162'288	53'589	199'188	95'593	746'444	245'823
Workshops & Training								
Workshops & Training	266'000	95'281	66'823	17'387	146'592	2'083	328'167	-62'167
Total Workshops & Training	266'000	95'281	66'823	17'387	146'592	2'083	328'167	-62'167
General Expenditure								
Travel	108'560	38'786	22'577	19'942	52'189	24'543	158'037	-49'477
Information & Public Relation	330'900	11'920	9'152	15'380	16'941	3'243	56'636	274'264
Office Costs	70'656	4'249	4'334	6'030	3'494	7'961	26'067	44'589
Communications	103'140	24'056	10'427	14'527	11'719	10'820	71'550	31'590
Professional Fees	21'000		1'891			889	2'781	18'219
Financial Charges	8'864	-6'525	-2'060	-3'222	-1'941	-10'614	-24'361	33'225
Other General Expenses	9'600	131	120	115	295	3'033	3'693	5'907
Total General Expenditure	652'720	72'617	46'440	52'771	82'697	39'876	294'401	358'319
Federation Contributions & Transfers								
Cash Transfers National Societies		2'854					2'854	-2'854
Total Federation Contributions & Transfers		2'854					2'854	-2'854
Program Support								
Program Support	138'401	27'959	21'164	9'121	30'771	9'052	98'067	40'334
Total Program Support	138'401	27'959	21'164	9'121	30'771	9'052	98'067	40'334
Operational Provisions								
Operational Provisions		-15'391	14'221	1'312	-1'095		-953	953
Total Operational Provisions		-15'391	14'221	1'312	-1'095		-953	953
TOTAL EXPENDITURE (D)	2'129'249	430'146	325'593	140'318	473'397	160'018	1'529'471	599'777
VARIANCE (C - D)		262'763	38'407	124'118	124'421	50'068	599'777	