

# Appeal 2006-2007



International Federation  
of Red Cross and Red Crescent Societies

## Middle East Regional Programmes

Appeal no. MAA81001

Appeal total: CHF 5,262,000 [<click here for budget summary>](#)

Middle East secretariat support strategy 2006-2009: [<click here>](#)

For more on the Middle East (other appeals, news articles etc): [<click here>](#)

*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. For more information: <http://www.ifrc.org>*

Secretariat Programmes	2006 budget (CHF)	2007 budget (CHF)	Total (CHF)
Health and care	746,000	743,000	1,489,000
Disaster management	608,000	511,000	1,119,000
Organisational development	645,000	670,000	1,315,000
Humanitarian values	334,000	335,000	669,000
Coordination & cooperation	335,000	335,000	670,000
<b>Total</b>	<b>2,743,000</b>	<b>2,669,000</b>	<b>5,262,000</b>

### Middle East regional context

Connecting Asia, Africa and Europe, the Middle East and North Africa (MENA) region covers 19 countries with a total population of more than 300 million. It comprises the national societies of the Middle East (Iraq, Iran, Israel, Jordan, Lebanon, Palestine (Autonomous/Occupied Territories – AT/OT) and Syria), North Africa (Algeria, Egypt, Libya, Morocco and Tunisia) and the Gulf (Bahrain, Kuwait, Saudi Arabia, United Arab Emirates, Qatar and Yemen).

The MENA region presents a high degree of complexity/volatility. It also projects a high profile of geopolitical visibility. The main humanitarian challenges relate to the following:

- A region of simmering tensions and conflicts including the longest conflict (the Arab Israeli conflict) and the ongoing conflict/violence in Iraq
- Conflicts in Algeria and Morocco also affect a large number of people but they are often treated as less visible and 'forgotten' disasters.
- Proneness to natural disasters (earthquakes, floods, droughts)

- Some of the countries are abundantly endowed with natural resources including oil but acute variations exist between countries in terms of distribution of wealth

### **Key areas of focus/ achievements of the MENA national societies**

Taking an important first step towards a process of self reflection and evaluation, 13 out of the 18 NSs in the region have completed the Self Assessment Questionnaire developed by the Secretariat. The Libyan Red Crescent has developed a 10-year perspective plan in line with the Federation's Strategy 2010. The national societies of Qatar and Syria are undertaking a comprehensive reform based on analysis of internal and external factors including human resources, structures as well as systems and procedures

In terms of cooperation/coordination, the MENA national societies are increasingly working together on key issues of common concern. A framework for disaster management coordination has been developed and agreed through a consultative process involving the national societies. Most of the national societies are sharpening their focus on youth and gender, in terms of participation in decision making and programming, in line with their collective decisions/ commitments made in the MENA conferences.

### **Coordination of Federation support to MENA national societies in 2006/2007**

Pursuing the common vision of building a stronger and empowered network of MENA Red Cross/Red Crescent Societies, this appeal focuses on the planning and management of the Federation support to the MENA national societies coordinated through the Middle East regional office in Amman (covering the national societies in the Middle East and the Gulf).

A separate appeal exists for the planning and management of the Federation support to the North African national societies coordinated through the regional office for North Africa in Tunis. Both offices draw on the pool of expertise providing technical and professional support to all the MENA national societies in the areas of Strategy 2010 of the Federation. This underscores the complementary nature of the two appeals.

### **The International Red Cross Red Crescent Movement context in the Middle East**

[\*<Click here for Secretariat support strategy for MENA 2006-2009>\*](#)

The Federation's Middle East regional office, based in Amman, coordinates the support to the national societies of Iraq, Iran, Jordan, Lebanon, Palestinian (AT/OT), Syria and the Gulf national societies including Yemen. The Federation is also present at country level in Lebanon, Palestinian AT/OT, Yemen, Iran, Israel and Iraq. Based on the priorities of national societies, the nature and level of support coordinated through the Middle East regional office differs from one case to another.

The ongoing operation in Iraq is covered by a separate emergency appeal and has been independently managed and coordinated by the country delegation (currently based in Amman). Its capacities and operational modalities have been adjusted to provide adequate support to the Iraqi Red Crescent amid increasing humanitarian challenges. From September 2005, the operation will be line managed from the Amman regional delegation with support from Geneva.

Support to the Israeli Magen David Adom (MDA) will continue to be coordinated by the Federation representative in the country who will work on MDA capacity building as well as issues related to the emblem in close cooperation with the MENA regional department and the humanitarian advocacy department at the Geneva Secretariat.

The International Committee of the Red Cross (ICRC) is represented in all countries of the Middle East through country delegations. Their common tasks focus on dissemination of international humanitarian law (IHL), tracing and visits to detainees. Efforts are being made to coordinate initiatives between the Federation and the ICRC in the area of national society capacity building. To enhance coherence and reduce duplication, renewed efforts are also being made to harmonize approaches with the national societies working bilaterally in the region

While responses to emergencies - either through emergency appeals or bilateral projects - attract a number of donors from inside and outside the Movement, only a few national societies have longer term commitments in supporting capacity building. This tends to pose a threat to sustainability of results in terms of overall NS development. .

### **Priorities of the national societies in the Middle East**

The appeal objectives for 2006/7 are based on the priorities of the national societies identified individually or in a collective set up through the MENA conferences and other consultative processes. The main areas of engagement remain focused on the core areas of Strategy 2010 of the Federation.

- Health and care with a gradual shift of emphasis towards more preventive approaches. NS focus on the prevention of communicable diseases such as HIV/AIDS includes the advocacy efforts being made to combat stigma;
- Disaster management with a focus on national society capacity building in such key areas as vulnerability-capacity assessments and NS empowerment in terms of integrated disaster management capacities that encompass prevention, preparedness, response and rehabilitation;
- Organisational development concentrating on leadership development linked to improved NS performance in such key areas as strategic planning, legal base review and optimal utilization of human resources from within the region through a process of coaching and mentoring of NS staff/volunteers;
- Promotion of the Fundamental Principles and Humanitarian Values, including training in the development of communication skills, comprising intensified advocacy efforts with increased communication capacity for greater outreach, networking and cooperation;
- Enhanced cooperation and coordination with the ICRC and bilateral partner national societies (PNS) to avoid duplication of efforts.

### **Health and Care** [<click here for logframe>](#)

The MENA health and care programme will continue to focus on supporting the national societies in the development and standardization of relevant health policies, sharing of resources and expertise and shifting towards disease prevention and health promotion programmes.

The HIV/AIDS activities will contribute to combating stigma and discrimination, targeting high risk groups, reaching out to under-privileged youth, and integrating the work into existing primary health care services of the national societies. There will be integration of HIV/AIDS activities with the youth and volunteers programmes.

The health and care programme will continue to support, facilitate and sustain the process of introducing psychosocial support (PSP) concepts and activities into different health and care projects and activities, namely: community based first aid (CBFA), HIV/AIDS and health in emergencies.

The health and care activities related to water and sanitation and psychosocial support in emergencies will be coordinated with the disaster management programme.

The three regional networks which were established in 2004 will be supported and maintained. The CBFA network meetings will aim at further regional standardization and harmonization, development of new training modules and follow-up of country level activities. The HIV/AIDS network meetings will focus on sharing resources, skills and lessons learned while developing local policies and strategies. The PSP network will continue to utilize the psychosocial approach and focus on capacity building of volunteers of national societies.

### **Overall goal**

Contribute to improved general health and well being status of the public at large in the MENA region

### **Programme Objective**

Strengthened capacities for national societies in the region to address health promotion, disease prevention, psychosocial support, public health priorities, and first aid in the community

### **Expected results**

- MENA national societies have been enabled to build capacity and sustain programme development and implementation through networks, shared information, skills and best practices
- MENA national societies are capable to monitor and manage awareness and stigma related to HIV/AIDS and other infectious diseases in accordance with country priorities and defined mandates
- Strengthened capacities of MENA national societies to meet community health needs guided by the harmonized CBFA manual, certificates, kits and training materials.
- MENA national societies have integrated and formalized psychosocial support services with relevant programmes and structures

## **Disaster Management** [<click here for logframe>](#)

The main priorities of the national societies in disaster management include human resource development, vulnerability capacity assessments (VCA), stronger disaster management structures, disaster preparedness and response tools, logistics systems and regional coordination and cooperation

The national societies with their network of branches and sub-branches are better placed to coordinate the planning and implementation of vulnerability capacity assessments enabling them to sharpen their focus in accordance with changing community needs and the respective roles of other agencies in filling the gaps

However, concepts embodied in the VCA study are relatively new in the development arena, and hence, to NS staff and volunteers. Concerted efforts are required to anchor the VCA as a key planning instrument overcoming the challenge it poses especially in the desire to ensure effective community participation in the process.

Although the national societies generally recognize the need for effective planning and management of disaster response both nationally and internationally, a number of challenges remain.

In some national societies, the challenge is to ensure that appropriate structures exist to enable trained NS volunteers/staff to contribute optimally in the different aspects of disaster preparedness and response including logistics, assessment, standards, relief health, and community-based risks reduction.

The fact that the national societies do not consider fleet management and procurement as part of their logistics represents a challenge in terms of ensuring an integrated approach. In addition, most national societies lack experienced logisticians to provide assistance as required.

### **Overall goal**

MENA national societies are effectively supporting increased resilience and reduced vulnerability of populations exposed to natural and man-made hazards.

### **Programme objective**

MENA national societies have well functioning DM capacities based on optimal use of human and technical resources to implement integrated programmes.

### **Expected results**

- MENA NSs' DM capacities with relation to structure and policies have been reinforced
- Logistics systems of national societies in MENA have been harmonized with that of the Federation
- Strengthened capacities of national societies in MENA region in relation to human resources development and utilization of DM tools
- DM planning and implementation of projects at national societies in MENA region became more responsive to vulnerabilities and capacities of their respective communities
- Coordination, cooperation, information and knowledge sharing among national societies in MENA region have been enhanced

## **Organizational Development** [<click here for logframe>](#)

The regional organizational development (OD) support of the Federation Secretariat to the national societies in the Middle East and North Africa focuses on strengthening NS capacities at all levels including governance, management and volunteers/staff.

The main challenge relates to the separation of the roles between governance and management, in line with guidelines from the Federation. In some cases, most of the NS board members at national and branch levels tend to be reluctant to play their roles as effectively as required. In other cases, NS capacity to pay good salaries is limited as a result of which they find it hard to attract, employ and maintain well trained staff/professionals. As a consequence, a few NS leaders, including presidents, often work with concentrated authority and a sense of indispensability performing both governance and management functions.

Lack of technical competence of NS staff /volunteers at the intermediate/branch levels is a common concern. The process of NS policy/decision making and programming is also not often based on adequate participation of stakeholders including women and youth.

**Overall goal**

The national societies in the region, supported by the Federation, have developed stronger and sustainable institutional capabilities to provide effective and relevant services in line with their humanitarian mandate

**Programme objective**

To strengthen NS capacities with a focus on leadership/management development at all levels leading to increased capacities in planning, legal base reform, resource development /utilization, gender awareness/ mainstreaming and youth development

**Expected results**

- Leadership/ management development has led to better NS performance (in terms of service delivery and advocacy) based on improved strategic plans (5 NS) statutes (4 NS) and resource development strategies (3 NS)
- Stronger NS foundation to respond to community needs with increasing focus on branch development. More than 40 branch leaders trained on branch governance skills and more than 50 volunteers/staff trained in integrated skills including volunteering management, branch development, planning and financial management
- Gender awareness and mainstreaming via increased technical support to develop trainers on gender from each NS (in line with the recommendations of the 3<sup>rd</sup> MENA regional conference)
- Enhanced youth participation in and contribution to eight national societies in the Middle East and the Gulf. Indicators of progress to include improved youth policies and procedures governing youth recruitment, as well as training and development (in line with the recommendations of the 4<sup>th</sup> MENA regional conference).

**Humanitarian Values** [<click here for logframe>](#)

Support to national societies in humanitarian values focuses on effective dissemination and realization of the Fundamental Principles and values of the Movement. This is intended to enable NS leaders, managers as well as volunteers/staff to improve service delivery and advocacy in favour of the most vulnerable.

Effective use of information/communication networks helps raise NS profiles so that they can be more effective in the advocacy of humanitarian issues and agendas in favour of vulnerable communities. The persistent humanitarian imperative in the region (including ongoing conflicts in Iraq and Israel/Palestine AT/OT) calls for stronger advocacy - by national societies and other organizations - to protect human dignity and ensure less restricted access for humanitarian interventions

While the need for more potent dissemination and advocacy is evident, most NS in the region lack clear information/communication strategies. The training of NS information focal points/officers will focus on building capacities to enable the NS to improve advocacy in support of their mission.

**Overall goal**

More effective implementation of NS missions, including service delivery and advocacy, with increasing commitment and behavioural change

**Programme objective**

Ensure that a solid functional regional information/communications network is up and running in MENA.

**Expected results**

- National societies interested in the promotion of humanitarian values are supported in terms of training on information/communication skills and capacities
- The regional information and communication network of national societies consolidated with more effective interaction among volunteers and staff involved in information and communication
- Expanded and strengthened relations with Arab regional and local media
- The scope and distribution of Al-Ittihad has been expanded
- Production and distribution of information material and TV programmes has been increased

**Coordination, Cooperation and Strategic Partnerships**

The Middle East regional office acts as focal point to coordinate Federation support the national societies in the region in line with Strategy 2010 and based on the MENA department strategy for 2006-2009 The main focus will

be to strengthen the capacities of the national societies to enable them to respond positively and effectively to the needs of the most vulnerable people.

Currently the Federation's Middle East office representation covers Jordan, Syria, Lebanon, Yemen, and Palestine AT/OT, as well as the Gulf states of Saudi Arabia, Kuwait, Bahrain, Qatar, United Arab Emirates. In 2006, Iraq and Iran will be reporting to the ME regional office. The Middle East office also coordinates the technical services of OD, Disaster Management, Health and Humanitarian Values which are based in Amman, but their mandate of technical service covers the whole Middle East and North Africa (MENA) region.

Coordination with the ICRC, partner national societies working in the region and other partners aims to position the Federation as a reliable partner able to coordinate international humanitarian assistance. Coordination also includes networking among the national societies, based on exchange of experiences and best practices.

More conscious efforts are being made to improve alignment and coherence with bilateral partners in the region through initiating cooperation agreement strategies.

The Middle East office will step up efforts to increase the Federation international representation with host governments through status agreements and with the UN agencies, donors and other international organizations through MoUs and other forms of cooperation agreements. Representation and coordination with the private sector in the region will be initiated and strengthened to realize the high potential in terms of resource mobilization.

### **Overall goal**

The national societies of the region have developed effective and strategic partnerships, enabling them to deliver quality services and promote advocacy on behalf of vulnerable people.

### **Objective**

The national societies in the region have, through well structured regional cooperation frameworks, increased and diversified the number of partners who are aware of and sensitive to the RC/RC priorities that address the needs of the vulnerable people in a coordinated manner.

### **Expected Results**

- Partnership within and outside the Movement is expanded, consolidated and enhanced based on shared commitments, by all partners, towards a more coordinated approach through CAS. The Federation secretariat and the national societies have been recognized as reliable and credible partners for their performance in alleviating human suffering.
- Cooperation between the Movement components in the region has increased with effective international representation and advocacy on behalf of the most vulnerable.
- Networking and knowledge sharing have increased among the national societies of the region addressing cross cutting issues such as gender(women) and youth including their participation in leadership/management and service delivery
- The national societies of the Middle East and Gulf region have increased their commitment to implementing the recommendations of the MENA conferences with Federation supporting the process of follow up.
- Regional resource mobilization has increased to support the humanitarian activities of the national societies.

### ***For further information please contact:***

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*This appeal seeks to fund programmes to be implemented in 2006 and 2007. These programmes are aligned with the International Federation's Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity":*

**Global Agenda Goals**

1. *Reduce the numbers of deaths, injuries and impact from disasters.*
2. *Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.*
3. *Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.*
4. *Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.*

*The International Federation's is the world's largest humanitarian organization, and its millions of volunteers are active in over 183 countries. Our aim is to build safer communities, able to prevent and respond to human suffering in times of crises and distress, and where people work together to promote hope, dignity and equity. We work to support vulnerable communities through neutral, impartial, independent humanitarian action, in accordance with our Fundamental Principles and in line with the Red Cross Red Crescent Code of Conduct, the Humanitarian Charter and Minimum Standards in Disaster Response, and the SPHERE Project.*

# PROGRAMME BUDGETS SUMMARY

Appeal no: MAA81001

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	20,000	22,500	0	0	0	0	42,500
Medical & First Aid	0	0	0	0	0	0	0
Teaching Materials	0	9,000	0	0	0	0	9,000
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>20,000</b>	<b>31,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,500</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	0	40,500	0	0	0	0	40,500
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	<b>0</b>	<b>40,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,500</b>
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	25,320	9,600	9,600	24,480	18,180	0	87,180
<b>TRANSPORT &amp; STORAGE</b>	<b>25,320</b>	<b>9,600</b>	<b>9,600</b>	<b>24,480</b>	<b>18,180</b>	<b>0</b>	<b>87,180</b>
International Staff	211,464	248,576	0	253,652	285,600	0	999,292
Regionally Deployed Staff	130,080	0	32,800	30,500	0	0	193,380
National staff	134,200	133,600	162,460	52,960	224,428	0	707,648
National Society Staff	6,000	30,000	0	97,000	0	0	133,000
Consultants	45,000	50,000	0	78,000	0	0	173,000
<b>PERSONNEL</b>	<b>526,744</b>	<b>462,176</b>	<b>195,260</b>	<b>512,112</b>	<b>510,028</b>	<b>0</b>	<b>2,206,320</b>
Workshops & Training	391,405	302,000	119,000	373,000	8,000	0	1,193,405
<b>WORKSHOPS &amp; TRAINING</b>	<b>391,405</b>	<b>302,000</b>	<b>119,000</b>	<b>373,000</b>	<b>8,000</b>	<b>0</b>	<b>1,193,405</b>
Travel & related expenses	97,640	72,700	47,400	178,500	31,200	0	427,440
Information & Public Rela	205,980	92,500	175,000	108,000	8,880	0	590,360
Office Running Costs	47,700	13,000	18,400	13,600	16,868	0	109,568
Communication Costs	65,150	19,600	55,000	16,200	25,200	0	181,150
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	12,480	3,120	6,240	3,120	7,920	0	32,880
<b>GENERAL EXPENDITURE</b>	<b>428,950</b>	<b>200,920</b>	<b>302,040</b>	<b>319,420</b>	<b>90,068</b>	<b>0</b>	<b>1,341,398</b>
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Programme Support	96,799	72,765	43,512	85,439	43,538	0	342,053
<b>PROGRAMME SUPPORT</b>	<b>96,799</b>	<b>72,765</b>	<b>43,512</b>	<b>85,439</b>	<b>43,538</b>	<b>0</b>	<b>342,053</b>
<b>TOTAL BUDGET:</b>	<b>1,489,218</b>	<b>1,119,461</b>	<b>669,412</b>	<b>1,314,451</b>	<b>669,814</b>	<b>0</b>	<b>5,262,356</b>