

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

MIDDLE EAST REGIONAL PROGRAMMES

Appeal no. 05AA081

Appeal target: CHF 2,503,581

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 181 countries.

Please click on programme title to go to relevant text and figure to go to programme budget

	2005 in CHF
Strengthening the national society	
Health and care	692,909
Disaster management	364,000
Organisational development	597,818
Humanitarian values	264,436
Coordination and implementation	584,418
Total Please click here to view the total budget for this appeal	2,503,581¹

Related appeals:

Middle East Regional Programmes Annual Appeal 2004 (01.89/2004) [please click here to go to the appeal](#)

Iran Bam Earthquake Emergency Appeal (25/03) [please click here to go to the appeal](#)

Iraq and Neighbouring Countries: Humanitarian Crisis Emergency Appeal (08/03) [please click here to go to the appeal](#)

¹ This amount corresponds to USD 1,987,230 or EURO 1,619,592

Context

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

Middle East Region at a Glance

Data for Lebanon, Palestinian Autonomous and Occupied Territories (AT/OT), Iraq and Yemen is available in respective country appeals.

	Jordan	Syria	Iran	MENA
Surface sq. km	92,300	185,180	1,648,000	11,100,000
Population	5,200,000	17,000,000	65,500,000	306,000,000
Annual population growth (%)	3.0	2.5	1.5	2.0
Urban Population (% of total pop.)	79	52	65	58
Life expectancy	72	70	71	69
Poverty (% below the poverty line)	12	15-25	21	n/a
Language	Arabic	Arabic	Persian	Arabic
Religion	Sunni Muslim 96%, Christian 6%, Others 2%	Sunni Muslim 76%, Other Muslim 16%, Christian 10%	Shia Muslim 89%, Sunni Muslim 10%, Others 1%	n/a
GDP total (USD)	USD 9,300 mill	USD 21,900 mill	USD 107,500m	USD 694,000m
GDP per capita	USD 1,790	USD 1,288	USD 1,641	USD 2,270
Literacy	Male 95.9% Female 86.3%	Male 89.7% Female 64.0%	Male 85.6% Female 73.0%	35%
Infant mortality	18.9/1,000	31.7/1,000	30/1,000	37/1,000
Disasters	Droughts, Earthquakes	Dust and sand storms	Earthquakes, drought, floods, sandstorms	Earthquakes, Drought, floods, sandstorms

Chronic instability, tensions and conflicts persist in the Middle East thus disrupting the socioeconomic and political life of the region. The Israeli-Palestinian conflict continues to be a major contributor to deprivation and suffering. In addition to loss of life and property, the long lasting impasse has resulted in the persistent displacement of Palestinians who lead their lives as refugees in difficult circumstances both in neighbouring countries and other parts of the world. The recent development related to the erection of a separation wall has increased the risk of further displacement of the Palestinians and the tension that spills over in the surrounding countries such as Jordan, Lebanon and Syria.

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

The situation in Iraq continues to be a matter of grave concern not only for the country itself but the region as a whole. Despite the recent handover of power to an Iraqi-headed administration, developments to date have not produced the desired progress in terms of political stability and the re-establishment of the socio-economic infrastructure. The complexity of the situation highlights the need for continued assistance in terms of emergency and rehabilitation.

Natural disasters such as earthquakes, floods and droughts are common in the Middle East. Both Iran and Morocco were badly hit by very powerful earthquakes in 2003 and 2004. The earthquake that badly hit Bam (Iran) was catastrophic with more than 26,000 people killed. [Please click here to go to more information on these disasters](#)

The very high rate of road accidents across the region, coupled with the hazards related to smoking, are also man-made disasters of a different category. Efforts to tackle these problems require a sustained programme of raising awareness aimed at changing social behaviour established over a long period of time.

Unemployment is on the increase and, in some countries such as Lebanon, reaches up to 40 percent. Statistics for the Palestinian AT/OT indicate that unemployment is reaching almost 70 percent, much of it directly related to the ongoing conflict.

In most countries of the region including Jordan and Syria up to 20 percent of the population live under 'the poverty line' (defined as a lack of basic necessities and/or lack of access to basic services). The level of income distribution within countries in the region varies considerably. Whilst Lebanon (1999) has a GNP per capita of more than USD5,000, the estimate for Syria stands at about USD1,200. However, the countries switch places in terms of infant mortality. The infant mortality rate in Lebanon is estimated at about 32 per 1,000 live births while the figure for Syria is estimated at about 22 per 1,000 live births. It indicates that higher national income does not necessarily ensure socio economic well-being - especially for destitute segments of the population unless there is a fair distribution of resources.

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

Red Cross and Red Crescent Priorities

International Red Cross Red Crescent Movement context

The Federation's Middle East regional office, based in Amman, coordinates the services of the national societies of Palestine, Iran, Jordan, Syria, Lebanon, Yemen, and Israel. It also provides capacity building support to all national societies in the MENA region through a pool of expertise in organizational development, disaster management, health and promotion of the Movement's Fundamental Principles and humanitarian values. The Federation is also present 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 and provided by 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 more independently managed and coordinated by the country delegation (currently located in Amman), whose capacities and operational modalities have been adjusted to provide adequate support to the Iraqi Red Crescent amid increasing humanitarian challenges. Although the operation is monitored directly by the Federation's Geneva secretariat's MENA department, logistical and administrative support from the Amman regional office remains important as long as the security situation in Iraq continues to be volatile.

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 also being made to coordinate initiatives between the Federation and the ICRC in the area of national society capacity building.

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 and priority programmes of the MENA national societies. A core group of these societies have established a *MENA Consortium* to better coordinate approaches and resource mobilization efforts either in response to Federation Annual Appeals or by working bilaterally with the national society concerned.

Strategies/Programme Priorities of the National Societies

Over the last few years the presence and service of the Federation secretariat/delegations in the MENA region has concentrated on covering the national societies of Iraq, Iran, Israel, Jordan, Lebanon, Palestine and Syria. This has created a positive environment for the national societies to enhance their institutional capacities and services in terms of emergency operations and longer term capacity building. In Jordan and Syria, considerable efforts have been made to strengthen the institutional and operational capacities of the societies based on comprehensive strategic plans encompassing short, medium and long term perspectives. In each case, the process of strategic development, jointly facilitated by the Federation and the ICRC, marked an important phase in which staff/volunteers from headquarters and branches collectively analysed strengths, weaknesses, opportunities and threats as a basis for redefining key priorities and strategic directions for the future. The Yemen Red Crescent Society, representing a priority country for the Federation, has also developed a strategic plan. In all cases, however, the challenge remains to take the process a step further leading to the development of broader cooperation agreement strategies (CAS). A vibrant CAS enables support from various partners to be better aligned behind national society priorities. The end result is better services to vulnerable communities.

The appeal objectives for 2005 are based on the priorities of the national societies identified individually or in a collective set up as in the case of the meetings in Tunis (for the national societies in North Africa) and Damascus (for the national societies in the Middle East).

The thematic areas of focus include the following:

- Health and care with a gradual shift of emphasis towards more preventive approaches with key programme components including HIV/AIDS awareness (with a dimension of anti-stigma campaigns), psychological support (PSP) and community based first-aid (CBFA);
- Disaster management with a focus on national society capacity building in such key areas as vulnerability capacity assessments (VCA) and overall disaster management systems and capacities including logistical capacities;
- Organisational development concentrating on national society capacity building in leadership/management, gender mainstreaming and youth participation;
- Promotion of humanitarian values and information including training and support in the development of communication skills.

Strengthening the National Societies

Building on the achievements made to date in terms of emergency operations and national society capacity development, the key directions for 2005 will be based on the following:

- Increased development of the institutional strength of the national societies through a process in which capacity building efforts can lead to a higher stage of development represented by a qualitatively different way of doing things based on more dynamic policy instruments;
- National society empowerment in terms of integrated disaster management capacities encompassing prevention, preparedness, response and rehabilitation;

- Sharper national society focus on the prevention of communicable diseases such as HIV/AIDS with increasing focus on anti-stigma measures (campaigns);
- Intensified advocacy efforts with increased communication capacity for greater outreach, networking and cooperation;
- More optimal utilization of human resources from within the region through a process of coaching and mentoring of NS staff/volunteers;
- Enhanced cooperation and coordination with the ICRC and bilateral partner national societies (PNS) to avoid duplication of efforts.

1. Health and Care *[Please click here to return to the title page](#)*

Background and achievements

The support to national societies outlined in the health and care programme has a MENA-wide focus on coaching and advice related to strategic planning and development, standardization of relevant health policies, curricula and publications, training of trainers and sharing of resources and expertise. Complementary sub-regional activities that build on the above are planned and implemented through the Tunis Federation office focusing on North Africa, and country delegations in Yemen, the Palestinian AT/OT, Lebanon, Iran and Iraq.

In 2004, the MENA national societies have been active and increasingly focused on priority health issues including psychological support, health in emergencies, first aid, community health, HIV/AIDS programmes and a host of primary and secondary health care services. While the national societies' services differ widely as to mandate, target population, and scope of services, a number of common themes and joint efforts still emerge. Namely, in terms of a shift towards health prevention programmes, regional first aid curriculum standardization, training of trainers, increasingly linking health and disaster services, and a focus on supporting youth and volunteers.

A number of key meetings in 2004 have highlighted the needs and priorities of MENA national societies. The Bahrain MENA conference (Manama, March 2004), the first meeting of Middle East Red Crescent/Cross presidents/secretary generals (Damascus, June 2004), and the Tunis North Africa Red Crescents health meetings (Tunis, July 2004) have clearly given further focus, priorities and direction to planned health activities in 2005. (See supporting documents).

The year 2004 saw the establishment of the first MENA wide regional community based first aid (CBFA) network and the first update and standardization of the Arabic curriculum, as well as an assessment of the Federation's CBFA supported activities since 2001. National societies took the lead in drafting additional modules for this curriculum including cardio-pulmonary resuscitation CPR (Qatar), stress management (Algeria), and road safety (Lebanon). Additionally, a specific HIV/AIDS module was developed (Syria) and will be integrated into the curriculum.

In the field of HIV/AIDS, the first MENA wide network was also established focusing on sharing resources, skills, lessons learned and developing local policies/strategies. A number of national societies continue to successfully utilize mass media for awareness, target high risk groups, and are active members of national AIDS committees. An assessment of the Federation-supported activities for four years was conducted covering selected countries. However, much work remains in combating stigma and discrimination, targeting high risk groups, reaching out to under-privileged youth, and integrating the work into existing primary health care services.

The earthquakes of Bam, Iran and Al Hociema (Morocco) saw regionally coordinated response in terms of needs assessments, relief teams and donated supplies. Awareness was raised as to the importance of integrating health into disaster preparedness and response, rapid assessments and sharing of resources, as well as the need to better utilize/participate in existing tools and methods including emergency response units (ERU), field assessment and coordination teams (FACT) and similar WHO/UN activities.

Psychological support programmes (PSP), utilizing the psycho-social approach and focusing on volunteers, are active in many MENA societies. The introduction of such programmes into various health and disaster response initiatives, as well as integrating into the updated CBFA curriculum demonstrates a level of development and recognition of real needs within the region that needs to be supported and facilitated further to ensure consolidation and sustainability. The translation of the PSP manual into Arabic has further increased awareness and demand for such services.

Efforts were made to work more closely with WHO and UNICEF in the fields of crisis interventions, and HIV/AIDS. Such cooperation, building on an MoU signed with the WHO EMRO office in Cairo (March 2003) focused on sharing assessments/references/reports/plans, joint missions, cooperation with ministries of health.

The sharing of information on activities and emerging needs through the regular electronic 'Health@MENA' bulletin (Arabic and English), coupled with the automated health human resources databank provide a true foundation for expanded regional networking and exchange of personnel and experiences. Moreover, eight staff on loan from the national societies in Jordan, Lebanon, the Palestinian AT/OT, Qatar, Syria and Iraq, have worked with the health team throughout 2004 on a variety of programmes.

Given the achievements and level of development to date, 2005 plans will support:

- Networking and regional exchanges aimed at sharing resources, personnel and best practices in health and related fields including advocacy, strategic planning (rooted in the Federation's Strategy 2010), and coaching.
- Initiatives related to HIV/AIDS, sexually transmitted infections (STI), and communicable diseases activities in terms of raising awareness, prevention strategies and combating stigma.
- Empowerment and capacity building of human resources through integrated and focused training for volunteers in first aid, Movement awareness, relief health, disaster management, public health and stress management including additional standardized modules, and mapping of water/sanitation needs and capacities.
- Consolidation, development and sustaining of psycho-social support programmes targeting helpers and victims of disasters.

The framework guiding the above interventions will be based on the following ten criteria:

- Utilization of staff on loan models, both to Federation offices, and between national societies. Durations will vary from weeks and months depending on the assignment.
- Integration with disaster management (mapping, VCA, training and response), organizational development (volunteer/youth management, gender networks, leaders meetings), and humanitarian values (publications, mass media strategies, and training). This will see development of joint case studies, joint curricula, and assessments. This area will also involve ICRC, WHO, and UN agencies.
- Capacity building in the fields of strategic planning in health focused on the Federation's Strategy 2010, development of plans of action and a focus on training of trainers (ToT).
- Dissemination of existing Federation tools and resources to avoid 're-inventing the wheel' in many programmes and activities.
- Efforts will be made to translate and adapt, into Arabic and Farsi, key documents, references, modules and policies.
- A capacity building approach that is truly rooted in skills development and knowledge sharing; an approach that is sufficiently flexible to accept/tolerate delays, inefficiencies and changing scenarios in the region.
- Increased focus on providing advisory, coaching, and consulting technical support, and less hands on operations.
- Links to relevant private sector enterprises that can support/enhance objectives including mass media outlets, insurance firms, banking sector, and medical suppliers.
- Marketing of national society programmes not directly highlighted in the appeal.
- Support for bilateral partner Red Cross/Crescent activities when possible.

More specifically, the Federation's strategy in health and care will focus on supporting the achievements of MENA region and major players in monitoring, and managing awareness and information and anti-stigma campaigns in HIV/AIDS and prevention of priority infectious diseases in line with local mandates and defined priorities. The programme will include targeted information campaigns utilizing mass media, training of trainers, provision of information/ resources for health care professionals, networks of national society coordinators, and sharing of resources and expertise. All training and workshops will be programme/project related - not stand alones - including clear plans of action and budgets for post training activities. Participants nominated to attend meetings and workshops will be increasingly screened against rigorous selection criteria, thus introducing a more competitive process focused on quality.

The CBFA training will focus on distribution and use of standardized curricula, regional certificates and more practical applications to the above as needed in terms of supporting disaster response, emergency medical services and community health programmes. Momentum needs to be sustained, supported, and handed over to the CBFA MENA network in 2005. New modules (first aid for kids, war injuries, and water safety) will be drafted. Mapping of water sanitation needs and capacities will also be undertaken with the view of developing a future programme if needed.

Additionally, the health and care programme will act to support the work of partner national society-supported programmes in areas deemed a priority. The Federation regional health team aims to provide practical recommendations, advice and relevant information to ensure timely interventions, support for local priorities, integration and continuity, and sharing of knowledge upon request from national societies.

The ongoing PSP programme has successfully demonstrated the vast need and demand for psychological support interventions addressing short and long term needs of national society staff and volunteers, as well as the affected population. This programme will be continued with a focus on integrating (institutionalize/mainstream) key components of psychosocial support into relevant national programmes with a focus on psychosocial support in disasters.

The health team will also provide assistance in the form of an area wide health exchange forum, support for evaluation and monitoring, research and development, quality assurance programmes, as well as dealing with arising problems. The type of support planned entails guidance to national society staff and country delegations engaged in such activities. The health team will work directly and indirectly with national society programme managers to support operations, develop programmes, and follow up on reporting, and closely monitor needs and evolving health issues, as well as addressing problems during implementation.

The chronic financial crisis and political conflict in the region continue to pose serious challenges to planned activities and timelines. Flexibility is the operative philosophy. The role of volunteers/ youth and volunteer retention/motivation is a theme facing all societies. The need to build sustainable and practical management systems to support volunteers is a prerequisite for most proposed health activities; otherwise, societies will continuously 'lose' active volunteers. Additionally, the use of four languages in the region (Arabic, Farsi, English and French) continues to impact on developing regional standards and material.

Therefore, programmes need to adequately account for, provide and be sensitive to expected national society staff/volunteer levels of effort, financial and other resources, while simultaneously factoring in the roles and demands of key players including ministries, ICRC, NGOs, WHO, and UN agencies.

Goal

Strengthen preventive health and care programmes and capacities for MENA region national societies to address health promotion, disease prevention, psychosocial support, public health priorities and first aid in the community.

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.

Expected Results

- Knowledge/expertise are shared through the health human resources databank and are updated and used with additional human resources identified
- Information is shared through Health@MENA electronic bulletin which is produced in three languages and distributed on a bi-monthly basis
- Knowledge is shared through resource room contents, including audio visuals, (texts, journals, books, CDs, Video) which are increased and used by national societies
- Continuous mapping (integrated) of national society activities, needs and programme updates is achieved

Objective 2: 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.

Expected results

- National society HIV/AIDS focal points have been enabled to access timely, practical and relevant data on the disease including policy recommendations, best practices, programming advice and training of trainers curricula.
- A mass media communications strategy is adopted and used to raise awareness and combat stigma/discrimination.
- Five national societies have integrated HIV/AIDS activities into relevant primary health care, mother and child health, reproductive health and youth programmes.
- Support is continued to the newly-established MENA HIV/AIDS network to promote best practices, share resources, exchange skills, build links to WHO, ministries of health, and access the Global Fund against AIDS, TB and Malaria.

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) by all national societies, and expand relief health programme support

Expected results

- New curriculum is used throughout the region with appropriate follow up activities and certification.
- Three sub-regional bases (Jordan RC, Tunis RC, and the Gulf) are supported to conduct follow up activities related to continuous development and CBFA networking
- Three new (optional) modules are drafted to add to the curriculum: water safety, first aid for kids and war/mine injuries.
- Expanded relief, rapid response, and emergency health and related activities focusing on training of trainers (ToT) and dissemination of existing tools.
- Water/sanitation capacities and needs within the region are mapped.

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.

Expected results

- National societies have developed psychological support programme (PSP) policies, strategies and plans of actions and have demonstrated abilities in implementing, sustaining and producing PSP.
- The PSP network is strengthened through timely and targeted exchange and sharing of relevant information, skills and human resources.
- Psychosocial support has been integrated in appropriate activities of disaster management, health and organizational development.
- National societies have identified an efficient referral system for people with mental disorders in order to refer cases for immediate professional care.

2. Disaster Management

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Background and achievements

The regional Disaster Management (DM) support to the national societies in the MENA region focuses on a series of capacity building efforts related to disaster preparedness and management.

At the regional level, the focus includes the establishment of regional disaster response teams (RDRT) in the context of the need to develop stronger regional cooperation for national societies to work together, especially in time of emergencies. An RDRT workshop was held in Iran with the participation of MENA national societies. A roster of trained RDRT exists to be used as and when necessary.

At country level, disaster preparedness (DP)/DM capacity building effort focuses on establishment of disaster management units (DMUs) and training of national intervention teams (NITs) to enable national societies to better respond to disasters in coordination with governmental and non-governmental organizations at the country level. The process also involves the formation of integrated working groups on multi-disciplinary functions including disaster management, health and other relevant areas. It is worth mentioning that the Moroccan NIT played a major role in response to Al-Husaimah earthquake as did the Syrian NIT in the Iraqi crisis. The NIT concept and approach were fully accepted by MENA national societies because it allows well trained volunteers to take part in response during the early stages of an operation. One of the major outcomes of the establishment of NITs is helping national societies to define their mandate and clarify their roles and responsibilities in preparedness and response. Through the experience gained from the training conducted for NIT in Syria, Morocco, Palestine and Yemen national societies, it has been found that the skills of financial management in emergencies need to be upgraded to respond appropriately in emergencies.

The DMUs will continue to introduce the Federation logistics system (procurements, fleet management and warehouses) to standardize national society operations and enable them to be better prepared for emergency operations. This is based on the collective will of the national societies expressed in the Manama Declaration (Bahrain 2004) and vulnerability and capacity assessments (VCA) to be conducted at country level.

The national societies of Yemen, Syria and Jordan have established DMUs for their DM activities. Each unit has an appointed coordinator and DM organizational structures have been incorporated within the national society structure to clarify their roles/responsibilities and cooperation mechanisms with other departments at HQ and branch level. In addition, terms of reference and job descriptions have been developed for the coordinators. Upgrading DM coordinators' managerial skills is vital to enable them to coordinate disaster preparedness/ response at the national and regional levels.

Integrated DM working groups were formed as a result of intensive DP, DM, and logistics training for national societies of Lebanon, Morocco, Kuwait and Qatar as a first step in establishing DMUs. The Qatar Red Crescent working group organised a DM workshop for 35 staff / volunteers and for the National Emergency Committee, which includes governmental institutions. The Syrian Red Crescent Society DP trainers organized three sub regional training workshops for their staff and volunteers on the Federation DP manual.

In 2004, a roster of DP trainers was formed from Syria, Jordan and Lebanon as a result of ToT workshops. Retraining the DP trainers at national and branch levels through exposing them to new techniques and methodologies will improve the level of national society preparedness.

Logistics assessments and technical training have been carried out in the national societies of Jordan, Yemen and Syria to help strengthen their capacities in logistics. A regional logistics workshop was conducted in the United Arab Emirates with the participation of the Middle East and Gulf national societies. Based on lessons learnt from current operations in the region, there is a need to introduce the Movement's logistics standards as a model to improve national society systems.

The regional delegation assisted in the facilitation of the global VCA ToT in Spain with the participation of the national societies of Jordan, Palestine, Lebanon and Libya. A roster of nine VCA trainers is developed and the trainers are available and ready to conduct VCA studies at national and regional levels. As part of the Manama Declaration, all national societies have agreed to undertake VCA studies in their respective countries. Due to the

current situation in the Palestinian AT/OT, an integrated working group was formed to undertake a VCA study with Palestine Red Crescent in order to assess new vulnerabilities. Two VCA planning workshops for 78 volunteers were conducted in Tunis and Morocco in cooperation with the Federation's North Africa office. There are plans to conduct a VCA study in two governorates in Tunis and one pilot study in Morocco. The DM working group in Yemen continues to assess local vulnerabilities and capacities in six governorates.

The DP/DM capacity building support to national societies is based on the translation and adaptation of several Federation DP/DM tools and policies including the SPHERE standards, which are being effectively used in all DM training activities and has been integrated in the CBFA manual.

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 DM systems and capacities to be able to respond to disasters effectively.

Expected results

- A regional roster of well trained disaster management teams exists and the teams provide responsive and focused services.
- Five national societies have been enabled to respond to natural and man-made disasters in time as a result of the establishment of NITs.
- Four national societies are effectively building up their DP/DM capacities by including DMUs in their structures.
- The Federation's logistic standards have been introduced and integrated into the logistic systems of three national societies.
- Community based disaster preparedness projects have been launched based on VCA recommendations in five countries.
- National societies in five countries have been prepared to respond to disasters guided by SPHERE standards.

3. Organizational Development [*Please click here to return to the title page*](#)

Background and achievements

The organizational development (OD) support to the national societies in the MENA region ultimately aims to enable them to deliver effective and relevant services with increased capacities, commitment and credibility. The challenge is to ensure that the OD practice is not treated as a mere institutional requirement but as a practical tool that helps the national societies solve the day to day and long term problems they face in one way or another

The OD-service linkage is of particular importance in the MENA context where most of the national societies are involved not only in health and health-related activities but more importantly in emergency operations due to man-made and natural disasters as in the case of the Palestinian AT/OT and Iraq (related to conflict) as well Iran and Morocco (related to earthquakes).

A strong OD-service linkage requires tailor-made OD support based on a case-by-case analysis of the nature and scope of national society services. This represents a key area of focus at country level to assist the national societies to address OD and capacity building requirements as inseparable part of their services and programmes. This approach is being pursued through the OD support in a sub-regional context in North Africa and at country level in Iraq, Lebanon, Palestinian AT/OT and Yemen.

Building on the opportunities for convergence, the OD support within the greater MENA context focuses on the common priorities in OD and capacity building. Leadership and senior management development represents an important area of common concern for the national societies in the region.

17 national society leaders and senior managers from 12 national societies (with representation from the Middle East, North Africa and the Gulf) are currently engaged in the first cycle of the national society leadership

development course, the first phase of which was conducted in 2003 followed by the subsequent implementation of phases 2 and 3 in 2004. Targeting the policy makers and senior managers who can make a difference in enhancing national society development, the course has proved useful not only to improve skills but also to raise commitment towards long term national society development. Some of the national societies, represented in the course, including Qatar and Syria, are undertaking overall reform measures (including review of structures, services and human resources) based on analysis of past experiences and emerging community needs. To inspire other national societies to undertake similar processes will be a challenge to be overcome through subsequent efforts.

Improvement of mid-level management capacities (including volunteer/staff skills development at HQ and branch levels) is another key area of common concern in which the national societies seek sustained OD support. Efforts have been made to train selected national society staff/volunteers in the techniques of project process planning (PPP). With the priority given to staff/volunteers from national societies that have established comprehensive and long terms strategic plans, the PPP training contributes significantly to the implementation of national society priorities identified in their strategic plans. To assist the national societies to ensure optimal use of scarce human resources, the training on PPP skills is planned to be more integrated including other key OD skills such as volunteer/branch development and management.

The training and coaching support provided to national society staff/volunteers also contributes to the development of mid-level planning and management capacities. This includes the on-going support to OD delegates in the region working at sub-regional and country levels and national society focal points in charge of OD activities. In addition, potential delegates trained from within the region, as part of the overall OD support in the area of human resource development, are contributing to the development of their respective national societies. Increasingly, this is being recognized as an important contribution in addition to the role they can play internationally when they are deployed to work as delegates. The training of potential delegates from the region is of particular importance to assist the Gulf national societies to carry out their international relief work in a manner that approximately reflects the standards of operation applied within the wider network of the Movement.

In response to the recommendation from the 3rd MENA Conference (Tehran, 2001), considerable efforts have been made to improve gender mainstreaming at the level of national society organization/ management as well as service delivery and advocacy. Pilot projects are being implemented through the Iranian Red Crescent and the global gender training manual has been translated into Arabic and Farsi followed by the development and circulation of the terms of reference for national society gender focal points. For better integration and consolidation in terms of follow up and funding, the tasks related to gender mainstreaming are included as part of the MENA OD appeal for 2005.

In line with the recommendation from the 4th MENA Conference (Bahrain 2004), initial steps are being taken to establish a MENA youth network with a specific programme of action that can strengthen the national societies through greater youth participation at all levels including organization/management as well as service delivery and advocacy.

The emerging focus on gender and youth seeks to improve the prospect for stronger national society-community links with greater participation in and contribution to civil society development. In addition, the focus in 2005 includes the initiative to launch a process and impact review of the OD and capacity building support to the national societies provided through and by the Federation secretariat in Geneva and its delegations in the region.

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 mainstreaming and youth participation.

Expected results

- Enhanced planning and management capacities involving national society leadership/ senior management (national society policy makers) with increasing commitment towards sustainable/longer term development (including review/amendment of statutes and development/implementation of strategic plans to improve national society services in line with changing community needs).
- Improved planning and management capacities involving national society 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.
- With designated focal points working in each national society, an increasing number of national societies are taking positive steps in terms of gender mainstreaming (balancing) at institutional and operational levels including membership, leadership/management as well service delivery and advocacy.
- Increasing youth participation in the planning and management of national society services as well as in the organization and management at HQ and branch levels
- The process and content of the OD and capacity building support to the national societies is comprehensively assessed providing a stronger basis for a better 'fit' between national society priorities in the local/national context and Strategy 2010 goals of the Federation.

4. Humanitarian Values [*Please click here to return to the title page*](#)**Background and achievements**

For the third year running, the Federation has been assisting national societies in MENA to develop their communications and advocacy capacities and strategies individually and as a group.

In 2004, information officers and focal points in four national societies have been trained on dealing with the media. The integrated approach is gaining momentum within Federation offices in MENA. Information/humanitarian values activities are becoming increasingly an integral part of training for disaster preparedness, health (especially HIV/AIDS and first aid) and capacity building.

Creating an information/communication network in the region has begun bearing fruit in the shape of training, stronger relations between the Federation and national society information sections and improved contacts with all national societies. The second meeting of information officers in MENA aiming to enhance the networking process was to be held in November 2004 in the United Arab Emirates.

Al-Ittihad, the newsletter published by Federation-MENA in Arabic and English, has been a key instrument in promoting national society and Federation activities. The print run now stands at 5,000 copies (up from 4,000 last year). It is planned to increase the print run to 6,000 copies and expand distribution to include other national societies around the world. Support from national societies has been vital to the success of the newsletter, and partner societies have been donating generously. Staff and volunteers have contributed articles to al-Ittihad.

The lack of human resources in the information section in Amman has led to the reduction of the number of issues released in 2004. This is a temporary arrangement that will change as soon as the section is boosted with badly needed personnel.

Translation into Arabic has become a main focus for the MENA information section as well as others as the need for the availability of Federation training literature continues to rise. Information will continue to provide this service to both regional offices in Tunis and Amman in addition to Geneva (when requested).

In 2005, more focus will be given to external relations with Arab satellite TV stations such as Al-Jazeera, Al-Arabia and MBC. Opening communication with them and reaching an understanding on promoting humanitarian values and planning projects will be a priority, in coordination with Qatar Red Crescent and the secretariat in Geneva.

Road safety continues to be a major problem in Jordan and surrounding countries. Yet, except for a number of mobilization meetings in 2004 little concrete action has taken place due to the lack of funds and personnel. The year 2005 should be decisive in mobilizing the whole country in an effort to save thousands of people killed and injured every year and save hundreds of millions of dollars in losses.

Goal

Increase awareness of decision makers, humanitarian agencies and the public at large of the Movement's fundamental principles and values in order to boost respect for such values and improve the prospect of saving lives in the region's hotspots.

Objective

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

Expected results

- Communication capacities of at least four national societies in the region are improved through training of information staff and volunteers. The information/ communication network in MENA is solidified and relations between the network and Geneva are strengthened. Support is provided by the information section to other Federation programmes, namely disaster management, health and organizational development in training and production of information materials.
- Cooperation with regional media (in particular Al-Jazeera and Al-Arabia) is established and memos of cooperation are secured to ensure reasonable coverage of the Movement's activities and production of messages promoting humanitarian values.
- Knowledge of RCRC principles and values by external partners such as NGOs, UN agencies, diplomatic missions, civil society and the private sector is expanded and relations improved.
- Cooperation among the three components of the International RCRC Movement is strengthened and solidified to continue presenting a unified image.

Objective

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

Expected results

- More national societies are contributing articles and news items to Al-Ittihad reflecting their activities, especially actions within local communities (ownership of the medium).
- The mailing list of Al-Ittihad is expanded to include Arab national societies that are not within MENA such as Sudan, Somalia, Djibouti and Mauritania in addition to Federation regional delegations, national societies and other external partners worldwide.
- The number of Al-Ittihad pages is increased to accommodate contributions and demand from national societies and other parties.
- Visibility of national societies, the Federation and Movement is enhanced and humanitarian values dissemination is expanded in the region through more extensive media coverage of certain national society activities, such as the launch of the World Disaster Report, 8 May (International RCRC Day) and First Aid Day.

Objective

Design and execute, within 2005, a major pilot campaign on road safety in Jordan to change knowledge, attitudes, and practices related to traffic and driving to reduce the high number of fatalities and injuries, and economic losses in the country

Expected results

- The advocacy part of the campaign has finished and mobilization of society has started under the leadership HM King Abdullah or HM Queen Rania.
- A number of partners have become major actors in the social mobilization effort to raise awareness on road safety.
- Knowledge, attitudes and practices of Jordanians have been changed vis-à-vis basics of road safety.
- Number of road accidents in Jordan has been reduced.
- Economic loss due to road accidents has been reduced.

5. Coordination, Cooperation and Strategic Partnerships

Background and achievements

The Federation's Middle East regional office coordinates and provides direct and indirect support and assistance to the national societies and the Federation country representations/ delegations in the region. The direct technical support goes beyond the Middle East region to cover North Africa region. The Middle East office coordinates the activities of the technical services units 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. Currently the Federation Middle East office representation covers the countries of Jordan, Syria, Lebanon, Yemen, and Palestine AT/OT.

The Middle East regional office acts as the Federation secretariat focal point for coordination and assistance in the region with the main focus on national society capacity building in the core areas of the Federation's Strategy 2010.

Coordination with partner national societies, the ICRC and other stakeholders in the region is carried out through closer contacts with these humanitarian actors positioning the Federation as pivotal for coordination and cooperation. This will be done through increased regional cooperation and networking to help the national societies exchange experiences and best practices.

Experience showed that there was substantial work done through uncoordinated bilateral arrangements with little positive impact on national society capacity building. Efforts will be made to ensure better alignment with bilateral partners to avoid duplication through initiating and promoting Cooperation Agreement Strategies (CAS) as a tool for better coordination among stakeholders.

The Middle East regional office will take into consideration the Secretariat objectives 2004/2005 and MENA objectives as points of reference in providing support to national societies to ensure maximum impact on strengthening capacities enabling national societies to respond positively and effectively to the needs of the most vulnerable populations.

The Middle East regional office will focus on: operationalizing the MoU concluded with the WHO and the Federation; and expanding and consolidating international representation with international and regional organizations with a focus on advocacy to promote the Red Cross/Red Crescent Movement as a credible and reliable partner in the international arena. A special focus will be to promote representation and coordination with WHO, UNHCR, UNICEF, UNRWA, UNDP, and ECHO to generate more support to national societies.

The Middle East office will step up efforts to increase the Federation representation with the governments through status agreements and MoU. Experience showed that obtaining status agreements can take considerable time. To ensure the effectiveness of the approach the Federation will coordinate with respective national societies to facilitate the process by clarifying roles and the mandate of the various components of the Movement. Representation and coordination with the private sector will be initiated when and where appropriate. This will be done through increased advocacy to tap potential resources in the region.

Goal

The capacities of national societies to deliver quality services and promote advocacy on behalf of the vulnerable is enhanced through the effective and optimal utilization of the secretariat's technical and financial support.

Objective

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

Expected Results

- A coordinated approach has been fully acknowledged and valued by the internal and external stakeholders.
- Cooperation between the Movement components in the region with strong and effective international representation has increased.
- Networking and knowledge sharing have increased among national societies addressing cross cutting issues such as those related to the participation of women and youth in national society leadership/management and services provided to the most vulnerable.

- The Middle East regional office support to national societies has increased their commitment in implementing the recommendations of the MENA conferences through the increased use of the follow up mechanisms developed by the secretariat.
- The national societies and their partners are using cooperation agreement strategies (CAS) as a tool for effective harmonization and enhancement of cooperation and coordination within and outside the Movement.
- The Federation secretariat and national societies have been recognized as reliable and credible partners for their performance in alleviating human suffering
- Regional resource mobilization has increased to support the humanitarian activities of the national societies.

For further details related to Middle East please contact

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All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct (For details, please go to the website at <http://www.ifrc.org/publicat/conduct/>) and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project. (For details, please go to the website at <http://www.sphereproject.org/>)

This appeal reflects a range of programmes to be implemented in 2005, and the related funding requirements. These are based upon a broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products (logframes) can be requested through the respective regional department at the secretariat in Geneva. The programmes were developed with the relevant national societies, taking account of the activities of other organisations. The programmes also respect and support the wish of all countries and international organisations to achieve the UN Millennium Development Goals. (For details, please go to the website at <http://www.un.org/millenniumgoals/>)

For further information on all aspects of the Federation, please go to the Federation's official web page at <http://www.ifrc.org>

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BUDGET SUMMARY

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA081

Name: Middle East

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	5,000	0	0	0	0	0	5,000
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	5,000	0	0	0	0	5,000
SUPPLIES	5,000	5,000	0	0	0	0	10,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	7,000	0	0	0	0	7,000
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	7,000	0	0	0	0	7,000
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	17,580	4,900	4,900	23,480	26,600	0	77,460
TRANSPORT & STORAGE	17,580	4,900	4,900	23,480	26,600	0	77,460
Programme Support	45,039	23,660	17,188	38,858	37,987	0	162,732
PROGRAMME SUPPORT	45,039	23,660	17,188	38,858	37,987	0	162,732
Personnel-delegates	147,900	131,400	0	146,400	161,400	0	587,100
Personnel-national staff	118,840	22,880	75,228	102,100	178,170	0	497,217
Consultants	94,750	0	8,700	30,000	0	0	133,450
PERSONNEL	361,490	154,280	83,928	278,500	339,570	0	1,217,767
W/shops & Training	57,000	0	18,000	185,000	6,000	0	266,000
WORKSHOPS & TRAINING	57,000	0	18,000	185,000	6,000	0	266,000
Travel & related expenses	55,000	16,000	23,400	0	20,160	0	114,560
Information	83,000	110,500	74,200	55,000	8,200	0	330,900
Other General costs	68,800	42,660	42,820	16,980	145,900	0	317,160
GENERAL EXPENSES	206,800	169,160	140,420	71,980	174,260	0	762,620
TOTAL BUDGET:	692,909	364,000	264,436	597,818	584,417	0	2,503,580