

PROGRAMME UPDATE



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

30 June 2005

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In Brief

Appeal No. 05AA081

Programme Update no. 1

Period covered: January to June 2005

Appeal target: CHF 2,129,249 (USD 1,653,675 or EUR 1,376,740)

Appeal coverage: [Please click here to go directly to the Contributions List](#)

Related Emergency or Annual Appeals:

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

Programme Summary:

Representatives from the national societies of Algeria, Iran and Morocco attended the Global Health Forum held in Geneva, May 2005 and presented their experiences in the field of HIV/AIDS. The process of training of trainers (ToT) on community based first aid (CBFA) was increasingly owned by the National Societies (NSs) in the region with professionals from the NS of Egypt, Jordan, Lebanon and Qatar engaged in the facilitation of the training.

A disaster management framework for the Middle East/North Africa (MENA) region evolved as a culmination of a series of regional meetings of NSs disaster management coordinators. The NSs of Jordan, Palestine, Syria and Yemen have started to plan and implement vulnerability and capacity assessments (VCA) to improve their programmes and services

Several interviews were conducted with regional TV and radio stations including BBC and UN Radio, Al-Hurra and Abu Dhabi TV in connection with the Tsunami disaster. Technical and professional support was provided to several NSs including Saudi Arabia, United Arab Emirates (UAE) and Qatar, promoting their effort to mobilize resources for the Tsunami victims

Sixteen NS leaders and managers attending the MENA leadership development course discussed a number of operational and strategic issues highlighting the need for strategic visions, participatory approaches and tangible results for NS leaders/senior managers to be effectively in charge of the inherent and planned dynamics of change in the development of their NS.

The Dubai International Aid and Re-development conference and exhibition convened in the Dubai International Convention centre on 5 April 2005 created a good forum for the Federation to profile and position itself as an international organization with a strong network of national Red Cross and Red Crescent Societies. Invited by the UAE Red Crescent, the Head of the Middle East Regional Office of the Federation attended the meeting and presented the activities of the International Federation of Red Cross and Red Crescent Societies (IFRC) with a focus on disaster management.

For further information please contact:

- *Middle East Regional Office: Ahmed Gizo (Head Of Regional Office); Phone +962 6 5694911; Fax +962 6 5694556; e-mail ifrcjo01@ifrc.org*
- *Federation Secretariat: Evgeni Parfenov (Desk officer); Phone 41 22 730 4325; Fax 41 22 733 0395; email evgeni.parfenov@ifrc.org*

This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning. 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](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Health and Care

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.

Progress and achievements (activities implemented within this objective)

- The health human resources databank software was updated and reinstalled. There was follow-up with the national societies regarding entering additional health human resources profiles into the database. A total of 26 profiles were collected so far. Work is in progress to integrate the health human resource database with a similar database for disaster management.
- There was exchange of experiences in psychological support programme (PSP), HIV/AIDS, health and planning through arrangements for several 'staff on loan' from 4 NSs to visit the Amman Regional Office.
- Information sharing through the production and circulation of the Health@MENA electronic bulletin was delayed, due to the absence of a regional health delegate during March 2005. The next bulletin will be issued by the end of June.
- Printed material and CDs related to HIV/AIDS, community based first aid (CBFA) and others were mailed to the 17 MENA NSs in an attempt to share new information, tools and updates.
- In order to maximize networking and sharing of knowledge and experiences, the health and care department assigned the facilitators for the CBFA Training of Trainers sub-regional workshops from different National Societies, namely: Egyptian Red Crescent, Syrian Arab Red Crescent, Lebanese Red Cross, Qatar Red Crescent and Jordan Red Crescent. Two sub-regional workshops took place in April and May.

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.

Progress and achievements (activities implemented within this objective)

- Eleven NSs have HIV/AIDS focal points. The next HIV/AIDS network meeting is scheduled for the 3rd quarter of 2005. Work is in progress to recruit a staff on loan from a NS to facilitate, manage and follow-up regional activities and promote information sharing in this field.
- Three NSs (Iran Red Crescent, Moroccan Red Crescent and Algerian Red Crescent) presented their experiences in the field of HIV/AIDS in the Global Health Forum held in Geneva, May 2005.
- The Regional Health Delegate supported the Yemen Red Crescent during the participation of the NS in a national vaccination campaign against Poliomyelitis. He advised the NS to strengthen its monitoring role in the Polio vaccination campaign. He also visited 5 governorates and met with volunteers and encouraged them in their monitoring role.

Objective 3: Community Based First Aid and Relief Health

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

Progress and achievements (activities implemented within this objective)

- A total of 10,000 copies of the updated CBFA training manual were printed and disseminated to all 17 NSs. In the coming few weeks, the manual will be translated to Farsi to enable its use in the Iranian RC.
- Two sub-regional CBFA Training of Trainers (TOT) workshops were implemented in Egypt (14 trainees) and Syria (16 trainees) using the standard CBFA regional curriculum, certification, logo and training course profile. The updated CBFA TOT workshops included a module on disaster management and sessions on public health emergencies.

Recommendations from the two implemented TOT workshops included: respecting gender equity, including some field visits/assessments in the training program, ensuring harmonization of first aid techniques and sharing the rural zones in the CBFA programme as well as the urban ones. Recommendations from the first workshop were implemented in the second workshop. Similarly, recommendation from the second workshop will be implemented in the third.
- Two NSs (Syrian Arab Red Crescent and Yemen Red Crescent) presented their CBFA experiences and interventions in the Global Health Forum held in Geneva in May 2005.
- The issue of the support and activities of the 'three sub-regional bases (Jordan Red Crescent, Tunis Red Crescent, and the Gulf)' shall be discussed with the CBFA network in the coming meeting in September 2005.
- Eight NSs (Qatar Red Crescent-coordinator, Bahrain Red Crescent, Emirates Red Crescent, Syrian Red Crescent, Lebanese Red Cross, Jordanian Red Crescent, Moroccan Red Crescent and Algerian Red Crescent) are in the process of drafting three new (optional) modules to add to the curriculum: water safety, first aid for kids and war/mine injuries. These new modules shall be discussed in the next CBFA network meeting. A water/sanitation capacities and needs mapping and assessment within the region is expected to be implemented in August 2005.

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.

Progress and achievements (activities implemented within this objective)

- Initial plans of action have been identified and activities are being implemented in Morocco, Egypt and Qatar. Plans of action are being implemented in Palestine, Iran, Lebanon, Yemen and United Arab Emirates guided by the PSP strategies.
- PSP teams are actively involved and operational in Yemen, Emirates, Lebanon, Morocco, Egypt and Algeria. PSP teams in Yemen are actively involved in disaster management trainings, the PSP team in Lebanon is involved in weekly PSP sessions with the First Aid volunteers, and the PSP national intervention team in Morocco has been identified and trained.
- Qatar Red Crescent has taken action to expand its PSP programme so it could address community needs with a team of consultants ready to build new PSP skills among the volunteers.

Qatar Red Crescent hosted the regional PSP network meeting in February 2005 which aimed at finalizing the Arabic version of the PSP manual. This manual will have a large impact on the NS and on the integration of the PSP within the ongoing programs in MENA, as well as the new culturally adapted modules added and agreed up on by professionals from MENA. The meeting highlighted the need for more collaboration between NSs in MENA and encouraged cooperation with private Arab consultants living abroad.

- Close collaboration between the Secretariat's and NSs' professionals is fully established in working relationships through the Middle East and Tunis Offices of the Federation. Sponsored by the Federation, two staff on loan from the Lebanese Red Cross and the Syrian Arab Red Crescent participated in the global conference on "mental health in armed conflict" organized by the Secretariat in Geneva. Different PSP materials are being compiled to address the psychological needs of people living with HIV/AIDS.
- Refresher and skills building workshop for the PSP team is being organized in Lebanon.
- Fourteen NSs have now formally identified the importance of PSP and have included a stress management course in the CBFA training.
- ToT PSP manual is being produced by the Federation to follow the basic PSP training manual. Training of Trainers material is being compiled after identifying a specific plan of action for the ToT manual. The plan was approved by professionals within MENA and work will be divided between NSs with Egyptian Red Crescent being a main coordinator; two staff on loan from the Egyptian Red Crescent worked in the Amman office sponsored by the Federation to support production of the PSP TOT manual. The ToT course in London which they had attended, sponsored by the Federation, raised their capacity to work on the PSP ToT manual.
- Networking with different organisations and non-governmental organisations (World Health Organisation, International Committee of the Red Cross) has been done through staff on loan from Lebanese Red Cross, during the "mental health in armed conflicts" Geneva conference, in which the Federation PSP MENA programme has proven to be one of the top world wide psychological programmes.
- The 2 year pilot PSP programme will be evaluated by an external consultant, in July 2005, to identify successes and challenges and further implementation strategies.
- The Moroccan Red Crescent is taking initiatives to organize a meeting for North Africa NSs and encourage networking in North Africa.

- A stress management module was included in the newly updated and revised CBFA manual and was translated into Arabic, French and English and was proof read by MENA professionals. Stress management sessions in CBFA workshops were facilitated by professionals from the NSs of Egypt, Iran and Syria.
- The work of mainstreaming psychological support into the core programmes of the NSs is progressing. This process has been welcomed, as there is a general need for coordination and integration of the different programmes and activities.

Impact

- Mainstreaming CBFA, PSP, and HIV/AIDS programs into other programmes provides the basis for longer term sustainability and impact.

Constraints

- Delayed reply/response from some NSs takes time and effort in the planning and management of the health and care objectives.
- Some of the NSs' focal points for health and care activities lack the necessary authority to perform their tasks and take a long time to get decisions from their superiors.

Coordination

The health and care activities are implemented in coordination with not only the host NSs but also with other governmental and non governmental organizations, as appropriate

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

- 53 staff and volunteers from Jordan Red Crescent and Syrian Arab Red Crescent participated in a disaster preparedness TOT workshop. 19 participants from SARC have been chosen as trainers and 5 as co-trainers.
- The regional disaster management delegate and two NS staff from Qatar and Syria took part in the Field Assessment and Coordination Team (FACT) induction course. This helped to expand the roster of FACT- trained personnel in the region including the four staff and volunteers from other NSs who had previously attended the FACT training.
- A network of disaster management coordinators have been established as a result of the DM Coordinators meeting in Syria. Members are well trained staff and volunteers representing 13 NSs.
- Training needs assessment and profiles have been developed to assist NSs identify the appropriate candidates for all disaster management-related training including training of national intervention teams, disaster preparedness, FACT, VCA, emergency response units (ERU), Sphere, etc.,

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

- 130 Jordan Red Crescent 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.

- An assessment booklet has been finalized as a tool to be used by the members of national intervention teams in assessing disasters as a basis to launch effective operations.

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

- A disaster management framework for the MENA region has been developed. It evolved as a culmination of a series of regional meetings for DM coordinators, of which the last meeting was held in March 2005 in Amman, Jordan. This was facilitated by the regional disaster management unit in cooperation with the Disaster Preparedness and Response Policy and Relations Division in Geneva and the Qatar Red Crescent Society. 10 NSs participated in the meeting, including Lebanon, Bahrain, UAE, Qatar, Egypt, Yemen, Syria, Iraq, Jordan and Algeria. Furthermore, working groups, with members from different NSs in the region, have been established as a result of these meetings. The working groups will deal with Assessment, Quality and Accountability, Relief Health, Logistics, and Human Resources Development
- The MENA desk officer at the British Red Cross reviewed the progress of the DM project for Jordan Red Crescent and Syrian Arab Red Crescent
- A Movement (International Committee of the Red Cross, IFRC, and Syrian Arab Red Crescent) meeting was held to discuss safer access programme and integration of ICRC conflict preparedness activities within the DM project of the Syrian Arab Red Crescent. It has been agreed to pilot safer access programme in Yemen and Syria. Discussion also underwent to update the contingency plan of the Syrian Arab Red Crescent
- A workshop on ‘working advance agreements’ has been conducted involving Jordanian Red Crescent staff and facilitated by the Finance Department at the Regional Office in Amman
- In coordination with the regional health and care unit, water/sanitation (wat/san)material is being distributed to NSs including Yemen, Palestine, Syria, and Iraq.
- A database software for DM volunteers and practitioners has been installed in the regional office; data entry has commenced

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 in Jordan Red Crescent and its staff is being trained on how to use the programme, which is currently under testing in order to be used by other NSs.

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

- The NSs of Jordan, Palestine, Syria and Yemen have started to implement VCA studies
- In Jordan, a VCA plan of action has been developed; a VCA focal point appointed; task force established and a meeting conducted to introduce other NGOs and government institutions the VCA study. In Syria, a plan of action has been developed; two VCA focal points have been appointed; and a task force has been established comprising of the DM executive committee members. Moreover, VCA training has been organised for 28 Syrian Arab Red Crescent volunteers representing branches and HQ. Four Jordan Red Crescent staff participated in the training. Yemen Red Crescent has conducted a VCA study covering 4 governorates; a thorough analysis on the Yemen VCA study and report has been completed by the regional DM unit. A road-safety project will be implemented in three governorates at branch level as a result of the VCA findings.
- As member of the VCA Working Group at global level, the regional DM delegate attended a planning meeting in Geneva convened to promote exchange of experience in VCA and related issues It has been agreed to organise a cross-regional conference

between MENA and Latin America, the Caribbean and Portuguese speaking African countries.

- A staff member of the Jordan Red Crescent, together with the regional DM delegate, attended an international workshop on Community Risk Assessment in Cape Town. It has been decided to invite VCA academics and practitioners to develop a VCA approach. Relevant publications have been purchased and will be disseminated to NSs in the MENA region interested in the VCA process.

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

- The regional disaster management unit facilitated a Sphere meeting to review progress in line with the plan of action for 2004.
- Based on the results of the assessment, a plan of action for Iraq, Yemen, and Syria has been developed by the Senior Officer from the Disaster Policy Department in Geneva.
- Training on Sphere has been conducted for Syrian Arab Red Crescent volunteers.

Impact

The MENA DM Framework has provided a good basis on which the regional disaster management strategy and action can be further developed reflecting NS priorities. 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.

Constraints

More efforts are required to motivate 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.

Coordination

Efforts are underway to improve cooperation and coordination between NSs, and between NSs and the Federation. The DM networks and working groups provide good opportunities for enhancing coordination among NSs.

Humanitarian Values

Goal: Increase awareness of decision makers, humanitarian agencies and the public at large, of the Movement's Fundamental Principles and Values, in order to increase respect and improve the prospect of saving lives

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

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

The Second Regional Information Officers Meeting in MENA was held in Abu Dhabi on 28-30 May 2005. Thirteen NSs from the Middle East and North Africa participated in addition to the two officers from the Secretariat in Geneva. A follow up committee was established to facilitate future meetings. A report outlining the results will be available soon. During separate meetings with participants, it was agreed to organize training workshops for Information Focal-Points which will be held in Egypt and Libya in September 2005.

An Information/communications workshop was conducted for Iraqi Red Crescent volunteers between 22 and 25 May in Amman, Jordan. Coordinated with the ICRC Iraq delegation, the

training enabled the 7 participants from various branches and Iraqi Red Crescent headquarters to learn how to write press releases, deal with TV interviews and write articles. A series of discussions are currently underway in order to organize training for information officers in Egypt, Jordan, Iraq and Syria.

Expected result 2: Support is provided by the information section to other Federation programmes, namely, disaster management, health, organizational development in training and production of information material.

A booklet on the Manama Declaration (referring to the 4th MENA Conference, Bahrain, 2004) was produced in both Arabic and English for distribution to MENA NSs. 150 copies were printed, as a trial, and distributed during the 33rd Conference of the Arab Organization of Red Cross/Red Crescent (RC/RC) in Riyadh, 20-22 March 2005 (Assistance in the form of translation and instant interpretation services were also provided to the 33rd Conference of the Arab Organization of RC/RC by the Middle East Office in Amman)

The SPHERE book, complete with CDs, has been delivered to the Dar Al-Shorok, the distributor of the manual. The book will be distributed by Dar Al-Shorok worldwide, targeting the general public as well as NGOs and humanitarian agencies.

Work began on the finalization of the SPHERE summary. The summary is to be distributed later along with the full SPHERE book to become a quick and easy reference for NS volunteers and staff. A pocket field guide on disaster assessment for volunteers and humanitarian workers is being printed.

The publication of the new regional CBFA manual has been finalized. For practical reasons, the manual is composed of one book only instead of four booklets. 10,000 copies were printed for distribution and use in MENA.

The final Arabic translation of 'One for All, All for One', the Tufts study on the future of the Federation has been sent to the Norwegian Red Cross. The Red Cross paid fully for the Arabic translation. Copies of the study had been sent by DHL to 5 Gulf NSs in order to assist them when writing their comments on the Federation of the future proposals in line with agreement reached during the consultative meeting of the Gulf NSs, which resulted in the establishment of the Kuwait initiative in November 2004. More documents were translated into Arabic including a report on the implementation of the Manama Declaration during 2004, a number of documents for the Tsunami Conference in Hong Kong, a report on the CBFA manual, etc.

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

Two issues of Al Ittihad were distributed. The latest issue had a questionnaire in order to improve the quality based on a readership survey. Promotional material (including pen stands, agendas and mugs carrying the "Protecting Human Dignity" logo), produced by the regional information unit in Amman, were distributed to NSs and other organizations.

In connection with the Tsunami disaster, several interviews were conducted with regional TV and radio stations including BBC and UN Radio, Al-Hurra and Abu Dhabi TV. Direct assistance has also been given to a number of NSs including Saudi Arabia, UAE and Qatar, promoting their effort to mobilize resources for the Tsunami victims.

A meeting was held with the international department of AlJazeera channel in Qatar to discuss cooperation with the Federation. A short concept paper is being prepared by the Federation to detail fields and mechanisms of cooperation before a second meeting is held to discuss practical issues. Contact was also initiated with Abu Dhabi satellite channel to explore possibilities of cooperation.

A FedNet focal point has been appointed and a FedNet strategy paper for the Middle East Regional Office has been drafted. FedNet training took place in the UAE Red Crescent in Abu Dhabi on 30 May where two UAE Red Crescent staff were trained as editors. User accounts have been created for FedNet users.

Impact

The 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.

Constraints

Although the NSs have started to contribute material (articles) to Al-Ittihad, there is a need to increase their contributions to enrich the content of the Newsletter with a focus of NS activities.

Coordination

The useful coordination and cooperation started with the various electronic and print media will need to be strengthened to promote public awareness and generate support to the humanitarian work in the region.

Organizational Development

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

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

Expected result 1 Enhanced planning and management capacities involving NS 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)

MENA leadership development programme (LDP), LDP cycle II, module I.

The 1st module of the 2nd MENA LDP cycle, conducted in Amman between 15-19 May 2005, was attended by 16 participants from nine NSs (Egypt, Iran, Iraq, Jordan, Lebanon, Saudi Arabia, Syria, Tunisia, Yemen). Focusing on the 'institutional culture of the Movement', the course helped the participants to reflect/analyse the situation in their respective NSs as well as in the wider MENA context. The discussion focussed on:

- Principles and Values of the Movement,
- Structures and functions of the each component of the Movement,
- Cooperation modalities including the Seville Agreement.

The course objective is to enable participants

- To acquire basic skills to improve leadership/management in view of the fact that good intentions alone will not ensure the required level of efficiency/effectiveness
- To learn more about leadership/management based on exchange of experience in view of the fact that practical knowledge is best acquired through networking and peer support

The key strategic and operational issues discussed include the following:

- NS challenge in the implementation of the Principles of Neutrality, Impartiality, Independence, etc, and the need for greater coherence in the application of the Principles of Unity recognizing 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 NS,
- The need for more 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 with adequate recognition of the specificity of the local/national operational contexts and the universality of the Federation's Strategy 2010 goals,
- Greater efficiency/overall performance including cost effectiveness,
- 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 importance of strategic visions, participatory approaches and tangible results for NS leaders/senior managers to be effectively in charge of the inherent dynamic of change in the development of their NS

The participants positively appraised the values of the course noting its contribution to the development of effective leadership and management. They committed themselves to strengthening the follow up by sharing the summary from the course with their colleagues and identified the topics on which they will develop case studies for modules 2 and 3. The topics include human resource development, policies/strategies, financial/material resource development and services.

North Africa Leadership Meeting – NS self assessment, capacity building & volunteer management

During the meeting of North African NS leaders (16& 17 June 2005, Rabat), the regional organisational development (OD) unit facilitated the discussion on NS self assessment with a focus on performance review related to governance, management (HQ) and branches. The discussion also focussed on NS capacity building and volunteer management. The meeting created 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, which will be based on a longer term strategic perspective covering 2006-2009.

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

In January 2005, the regional OD unit facilitated a two day leadership/management consultation involving 26 leaders and managers of the Yemen Red Crescent 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 review of the recent branch development initiative the Yemen Red Crescent is developing in cooperation with the Danish Red Cross, with a focus on legal base reform and development, branch strengthening with emphasis on volunteering and promotion of cooperation(twinning) between the Yemen Red Crescent and the Danish Red Cross branches.

A strategic planning task force was established at the end of the consultation with representatives drawn from the headquarters and branches. The terms of reference of the task force include the review of the implementation of the existing plan and development of the new strategic plan for the next five years (2005-2010), taking into consideration internal and external changes affecting the working context of the Yemen Red Crescent and findings/recommendations of the mid term review of Strategy 2010.

Support to Syrian Arab Red Crescent - reorganization, amendment of statutes and strategic planning

The regional OD unit assisted the Syrian Arab Red Crescent to engage a local consultant to undertake a management/reorganization study with a focus on:

- Assessment of the aims and objectives of the Syrian Arab Red Crescent 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
- Development of more streamlined core structures at the HQ and branches.

Based on the recommendations from the study, the Syrian Arab Red Crescent is working on the amendment of its statutes. Technical support is provided from the Federation's Legal Base Centre at the Danish Red Cross. The Syrian Arab Red Crescent, in cooperation with the Federation's regional OD unit, is also reviewing 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.

Support to the Palestine Red Crescent – Human resource development (HRD), study visit

The regional OD unit is providing consultative support to the human resource development process of the Palestine Red Crescent Society. The process includes the development of job descriptions involving the heads of the various departments. To facilitate inter-NS exchange of experience focusing on human resource development, the OD Department Head at the Palestine Red Crescent has been enabled to make a study visit to the Qatar Red Crescent. The Qatar Red Crescent is one of the pioneers in the region in terms of undertaking comprehensive NS reform covering the key sectors of structures, human resources and services.

HRD support to the Iranian Red Crescent - coaching, training of potential delegates

As part of the effort to enhance NS leadership/management capacities through a process of individual coaching, the Deputy Head of the International Department of the Iranian Red Crescent attended a focused OD/capacity building consultation organized by the OD unit of the Federation in May 2005. The Head of the International Department is expected to be involved in a similar process later in the year. The process is designed to enable the coachees to facilitate the development of the Iranian Red Crescent in line with Federation OD and capacity building standards.

In line with the recommendation by the Iranian Red Crescent and the ICRC to train selected Iranian Red Crescent volunteers/staff as potential delegates, the regional OD unit facilitated the planning and coordination of the regional basic training course (BTC) in Tehran (28/5/2005-2/6/2005). This included selection of participants (from Iranian Red Crescent and other 5 NSs) and facilitators as well as financial contribution, as the costs were shared between the Iranian Red Crescent, IFRC (including the Delegations in Iraq and Amman) as well as ICRC.

The NSs in the region attach a high priority to the BTC. In particular, the Iranian Red Crescent values the BTC as a critical input to its effort 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 NS as well other components of the Movement.

Support to the Iraqi Red Crescent – training of staff/volunteers on the project planning process (PPP)

16 staff and volunteers selected from the HQ and branches of the Iraqi Red Crescent attended the project planning process training conducted in Amman between 21 and 25 June 2005. In the context of the ongoing violence and instability in Iraq, the Iraqi Red Crescent is virtually the

only organization with a branch infrastructure to reach out to the victims. The PPP training is 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.

Orientation on integration of organizational development and disaster management programmes

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

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 autocratic(control-based) and participatory(democratic) approaches depending on the context

Expected result 3: With designated focal points working in each NS, an increasing number of NS 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.

Support to the Yemen Red Crescent – gender awareness

To strengthen inter-NS, peer support, the regional OD unit facilitated the process in which the gender focal point from the Jordan Red Crescent worked with the Yemen Red Crescent in the planning and implementation of the gender awareness training conducted in Sanaa, Yemen, between 14 and 16 March 2005.

Attended by 20 participants from HQ and branches, the training sought to raise the level of gender awareness among the leadership and management of the Yemen Red Crescent. The participants emphasised the importance of increased gender awareness among NS leaders and managers at HQ and branch levels as a pre-condition to improve gender balance in the governance as well as in the recruitment /employment of staff and volunteers, and to promote gender sensitivity (mainstreaming) in the planning and programming.

The participants made the following recommendations at the end of the training:

- The gender focal point of the Yemen Red Crescent to give more attention to the process of gender awareness at all levels involving staff, volunteers, beneficiaries and other partners working with the National Society
- A basic data to be established reflecting the gender profile of the Yemen Red Crescent at HQ and branch levels
- The necessary support to be given to staff and volunteers, in terms of training on computers and internet connections, to enable them to access the Web site on MENA Gender Communication Network to facilitate exchange of experiences among the NS in gender and gender related issues.

Impact

The LDP in MENA is gaining traction in terms of improving knowledge of NS leaders/senior managers. Although it may be too early to assess the full impact of the process, the recent move towards reform (including review/ development of strategic plans and amendment of statutes) in some NSs including Qatar, Syria and Yemen, can partially be attributed to the positive impact of the LDP in terms of leadership motivation and commitment.

Constraint

The inflexibility of the nature and direction of allocation of some funds makes it difficult to support longer term NS development using resources left over from emergency operations. The proposal from the Syrian Arab Red Crescent to pursue its reorganization/reform process using resources left over from the 'dam-break' emergency operations had to be rejected, due to the high degree of inflexibility attached to the use of the requested funds

Coordination

The regional OD support is planned and implemented in coordination and cooperation with the host NS and their supporters including ICRC and participating NSs. Coordination and cooperation with the International Leadership Institute of the United Nations (UN) is also a vital element especially in the planning and implementation of the LDP cycles.

Expected result 2: Increasing youth participation in the planning and management of NS services as well as in the organization and management at HQ and branch levels.

The 1st MENA-wide youth conference as a follow up to the MANAMA Declaration

To strengthen the youth structures and programmes in the MENA region as part of the implementation of the MANAMA Declaration (4th MENA conference, Bahrain, 2004), the first MENA-wide RC/RC youth conference was conducted in Damascus, Syria on 9-12 June 2005. The conference brought together 24 youth leaders/coordinators from 12 NSs.

The conference enabled the participants to review the status of RC/RC structures and programmes in each NS and provided the opportunity to exchange views and experiences as regard to challenges and successes. Representatives from 6 NSs were elected as members of the MENA youth coordinating committee which will facilitate regional/sub-regional networking and mechanisms that can enhance RC/RC youth participation at the level of programming and policy/decision making.

Coordination, Cooperation and Strategic Partnerships

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

Objective: The NSs 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

Invited by the UAE Red Crescent, the Head of the Regional Office (HoRO) for the Middle East participated in the Dubai International Aid and Re-development conference and exhibition convened in the Dubai International Convention centre on 5 April 2005. The event was sponsored by Mohammed Bin Rashid Al Maktoum charitable organization, Dubai Aid City, UAE Red Crescent, the UN system and Dubai chamber of commerce and industry. The HoRO participated as a panelist and speaker and made a presentation on the activities of the International Federation of Red Cross and Red Crescent Societies with a focus on disaster management.

The conference created a good forum for the Federation to profile and position itself as an international organization with a strong network of national Red Cross and Red Crescent Societies. On the sidelines of the meeting, he participated in the meeting held to discuss the future cooperation between the Federation and the UAE Red Crescent in establishing a regional humanitarian hub in the free zone.

After the conference, the HoRO visited the NSs of UAE, Bahrain and Qatar and discussed areas of cooperation in strengthening NS structures and programmes in the respective countries. The need to support the Lebanese Red Cross emergency appeal (related to ambulance operation) was discussed with the respective NS leaders and managers. The visit was accompanied by wide media coverage. In the UAE, the visit was covered by the two leading papers –El Khleej and Al Itthad.

In an effort to strengthen the Yemen Red Crescent through a broad-based partnership, a consultant has been identified to conduct assessment for the joint health programme to be implemented by Yemen Red Crescent, World Health Organisation (WHO), United Nations Children's Fund (UNICEF) and the Ministry of Health and Population in Yemen. Draft contract has been shared with partners for review.

During the reporting period, the HoRO visited and met separately with the Ambassadors of United Kingdom, Sweden, Norway, Switzerland, United Arab Emirates, Qatar and Kuwait. The Head of Office briefed the Ambassadors about the activities of the Federation in the region and the collaboration and support extended by the NSs of their respective countries to the Federation supported programmes. Federation publications and reports and the appeal promotion documents were presented to the Ambassadors.

Movement Cooperation

The Middle East Office participated in and facilitated a number of activities designed to improve cooperation and coordination within the Movement:

- By contacting the delegations in the respective countries, the Office facilitated efforts of the Bahrain Red Crescent to assist the Tsunami victims in South East Asia
- The HoRO attended the General Assembly of the Palestine Red Crescent in May 2005. The Assembly adopted important policy documents, such as the Palestine Red Crescent strategy 2005-2010, partnership strategy, donors guide and other sectoral policies on health, communication, governance and statutes
- After the meeting, the HoRO accompanied the delegation of the participating national societies (PNS) who attended the Palestine Red Crescent General Assembly for a Movement Round Table Meeting at the Magen David Adom (MDA) HQ in Tel Aviv. The MDA briefing covered their Emergency Medical Services, their support to the Tsunami victims in Sri Lanka, the emblem issues and the on going process for the adoption of a Third Protocol. The meeting gave the participants the opportunity to learn more about the joint IFRC/ICRC collaboration with MDA. The HoRO also participated in the meeting held in Amman between Palestine Red Crescent and the MDA to explore possibilities to strengthen cooperation between the two Societies with a prospect to foster a positive environment towards the solution of the emblem issue
- All round support is being provided to the Yemen Red Crescent in its effort to organize a partnership (CAS) meeting at the end of 2005.
- The Middle East Office provided the required technical support to the Saudi Arabia Red Crescent in preparing and conducting the 33rd session of the Arab NSs RC/RC General Assembly held in Riyadh from 20 to 22 March 2005.
- Regular contacts are made with the ICRC country delegation in Jordan to discuss issues of mutual interest and coordinate support to the NSs.
- Coordination support is provided to the bilateral programmes in the region including the programmes involving the Danish and French Red Cross operating from the same office

base of the Regional Office in Amman based on specific service agreements. Discussions are currently underway in order to establish a similar service agreement with the German Red Cross. The coordination in this respect focuses on information sharing to harmonize the support extended to the NSs in the region.

Impact

As most NSs in the region operate in the context of man-made and natural disasters, the value of grater cooperation and coordination goes a long way in promoting cost effectiveness and impact.

Constraint

The gap between the limited capacities of the Federation Secretariat and the extended expectations of the NSs, in terms of institutional and operational support, continues to present a challenge which needs to be addressed through collective efforts.

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.

[Please click here to return to the title page and contact information](#)

PROGRAMME BUDGETS SUMMARY

Appeal no.(s) selected: 01.81/2005

Delegation code(s) selected: 81

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	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 Supplies & Services	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 Equipment	0	0	0	0	0	0	0
LAND, VEHICLES & EQUIPMEN	0	7,000	0	0	0	0	7,000
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	17,580	4,900	4,900	23,480	12,000	0	62,860
TRANSPORT & STORAGE	17,580	4,900	4,900	23,480	12,000	0	62,860
International Staff	147,900	131,400	0	146,400	19,800	0	445,500
Regionally Deployed Staff	93,240	6,500	3,000	20,000	0	0	122,740
National staff	25,600	16,380	72,228	82,100	94,270	0	290,577
National Society Staff	0	0	0	0	0	0	0
Consultants	94,750	0	8,700	30,000	0	0	133,450
PERSONNEL	361,490	154,280	83,928	278,500	114,070	0	992,267
Workshops & 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	14,160	0	108,560
Information & Public Rela	83,000	110,500	74,200	55,000	8,200	0	330,900
Office Running Costs	26,800	5,864	19,728	3,864	14,400	0	70,656
Communication Costs	38,000	14,830	21,160	12,150	17,000	0	103,140
Professional Fees	0	21,000	0	0	0	0	21,000
Other General Expenses	4,000	966	1,932	966	10,600	0	18,464
GENERAL EXPENDITURE	206,800	169,160	140,420	71,980	64,360	0	652,720
Asset Depreciation	0	0	0	0	0	0	0
DEPRECIATION	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	45,039	23,660	17,188	38,858	13,656	0	138,401
PROGRAMME SUPPORT	45,039	23,660	17,188	38,858	13,656	0	138,401
TOTAL BUDGET:	692,909	364,000	264,436	597,818	210,086	0	2,129,248