

# 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

27 DECEMBER 2005

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

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### In Brief

**Appeal No. 05AA081; Programme Update no. 2; Period covered: July-December, 2005**

**Appeal target: CHF 2,129,249 (USD 1,619,940 or EUR 1,366,235); Appeal coverage: 127.9% ([Please click here to go directly to the contributions list on the web](#))**

**Annual Appeal 2006: [click here](#)**

#### Programme Summary:

- National society (NS) staff/volunteers facilitated various health and care courses that led to better peer support, understanding and commitment. Fourteen representatives from six Middle East NS trained in a sub-regional HIV/AIDS workshop to strengthen RC/RC youth peer education in the prevention of HIV/AIDS
- More than 20 participants from the Middle East and North Africa (MENA) participated in the regional forum to discuss lessons learnt in the planning and implementation of vulnerability capacity assessments (VCA) and to enhance knowledge sharing with improved understanding of the NS role. The forum also created an opportunity for consensus regarding mainstreaming VCA globally.
- The Federation and Ericsson jointly launched the World Disasters Report 2005 in connection with the World Summit of Information Society hosted in Tunisia. The Report was also launched in Amman and Algeria. Copies of the report, its main findings and a press release were distributed to all the main Arab media, both local and regional. The event had an immediate positive benefit for the Tunisian Red Crescent, as many students, who visited the R.C/R.C stand during the summit, expressed interest in volunteering.
- Leadership/senior management development in MENA is a critical area of intervention that determines the focus and pace of NS development. NS leaders/senior managers from 8 NS are engaged in the leadership development programme, facilitated by the Federation, to improve their capacity to plan and manage NS services in a process that generates short term results and long term impact.
- Regular meetings were held with the ICRC country delegation in Jordan to harmonize the support to the Jordanian Red Crescent. The Middle East Regional Office of the Federation (based in Amman) and the ICRC shared plans for 2006-2007. Similar meetings were held with the ICRC, Syria country delegation regarding the support to the NS in disaster management. Service agreements have been finalized to support the bilateral partner national societies including the Danish, French and German Red Cross Societies, who established regional representation offices in Amman.

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*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/ care programmes and capacities for MENA national societies (NS) 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.

### **Achievements**

To disseminate new information, tools and updates, the regional health unit shared, with all the NSs in the region, printed material and CDs related to HIV/AIDS, community based first aid (CBFA), psychosocial support (PSP). Staff on loan, from the NS of Lebanon and Palestine, have been working with the regional health unit contributing to knowledge sharing in health and care.

Facilitated by selected NS staff/volunteers, several training courses, including training of trainers (ToT), were conducted during the reporting period. Highlights, at a glance, include the following:

<b>Courses</b>	<b>Organized by</b>	<b>NS facilitators from</b>	<b>Period</b>
Sub-regional ToT workshop (Doha, Qatar)	Regional Delegation	Lebanon, Qatar Morocco, Syria. and a CBFA consultant	2-7 July 2005
CBFA course for Palestine R.C – Lebanon branch	PRCS – Lebanon branch	CBFA consultant (Federation)	August 2005
ToT workshop (Tehran)	Iranian RC	Lebanon, Syria and a CBFA consultant	6-17 November 2005
CBFA training course (Sanaa, Yemen)	Yemen RC	Lebanese RC and CBFA consultant	10-16 December 2005
Sub-regional HIV/AIDS workshop (Amman)	Federation	Jordan, and Lebanon	24-30 September 2005
PSP workshop (Amman)	Iraqi R.C /Delegation	Lebanese RC	27 June – 3 July 2005

The effective engagement of NS staff/volunteers as facilitators in the various courses in health and care increased the dynamics in terms of peer support, better understanding and commitment.

A new edition of the Health@MENA electronic bulletin was issued and circulated to the NSs in the region, enhancing information sharing in health and care.

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To integrate the health human resource database with a similar database for disaster management, the process of building up a regional data base is in progress with additional health human resources profiles from the NSs being entered into the regional data. .

To take stock of NS capacities, strengths, weaknesses and needs related to health and care, a fresh mapping/assessment will take place in the 1<sup>st</sup> quarter of 2006

### **Objective 2: HIV/AIDS & Other Infectious Diseases**

Support targeted NS 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 NS mandates.

#### **Achievements**

- NS coordinators for HIV/AIDS met in September 2005 and discussed the progress in the region in terms of NS contribution to the prevention of HIV/AIDS. The group also discussed suggestions on how to follow up issues related to the next network meeting related to HIV/AIDS.
- A sub-regional HIV/AIDS workshop for youth was held in Amman in coordination with the regional OD/youth section. Involving 14 representatives from 6 Middle East NS, the workshop focused on how to strengthen RC/RC youth peer education in the prevention of HIV/AIDS
- The NSs organized different events on the World AIDS Day (1 December 2005). The regional health unit shared pertinent promotional material with all the NSs in the region to encourage a coherent approach
- The regional health delegate visited several NS during the reporting period. The missions helped to monitor progress together with NS focal points for HIV/AIDS. The plan of action for 2006 and suggestions for the next HIV/AIDS network meeting were discussed during the missions.
- The regional health unit is supporting the Yemen RC in their monitoring role in the second round of nationwide polio vaccination campaign. The regional health delegate visited the different branches and discussed the campaign with Yemen RC leaders, branch directors, representatives of the Ministry of Health and WHO. The discussion focussed on how the Yemen R.C can more effectively contribute to the national efforts to improve health standards including the prevention of communicable diseases and epidemics
- Precautionary measures are being taken in relation to the alert concerning Avian Flu. Federation documents have been circulated to NS leaders and health focal points in the region. The issue was also discussed during the CBFA network meeting in which participants were encouraged to take the necessary precautionary measures in coordination with the Ministries of Health in their respective countries

### **Objective 3: Community Based First Aid (CBFA) 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 National Societies and expand relief health programme support

#### **Achievements**

- The 3<sup>rd</sup> sub-regional CBFA training of trainers (ToT) was conducted in Qatar (July 2005) where 11 trainees participated from the Gulf NS. The training included a module on disaster management and sessions on public health in emergencies to promote a comprehensive approach for better impact and cost effectiveness. The recommendations from the workshop emphasised the need for more time to be allocated for the PSP sessions and harmonization of first aid techniques
- In August 2005, the CBFA consultant facilitated a CBFA workshop for 40 participants from the Palestine R.C / Lebanon branch
- The NS in the region organized different events on the World First Aid Day (10 September 2005). A CBFA story written by the Syrian Arab Red Crescent was presented on the Federation's website.
- Three ToT courses were held in Iran (6-17 November 2005). The courses were facilitated by NS trainers from the region supported by the regional health unit of the Federation
- The regional health unit is planning to initiate a micro-water/sanitation project in cooperation with the Yemen RCS. The dire water/sanitation situation in Yemen requires urgent intervention. The regional DM unit of the Federation is also involved.
- A CBFA network meeting was conducted in Abu Dhabi (20-22 November 2005). 21 participants, representing 15 NS, attended the course. Two new modules - water safety and war/mine injuries - were presented,

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broadening the dimension of knowledge and practice within the CBFA framework. Useful ideas were discussed to guide and improve the CBFA work in 2006. The participants also approved practical procedures for regional certificates for the trainees.

- A CBFA training course was conducted in Yemen (10-16 December 2005) supported by the regional health unit and supervised/facilitated by NS trainers from the region.

### **Objective 4: Psychosocial 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.

#### **Achievements**

- PSP focal points from different NSs (Iran, Lebanon, Palestine, Qatar, Syria, and Yemen) are actively involved in training focusing on stress management incorporated within CBFA training courses.
- The Arabic version of the PSP manual was finalized and the CDs disseminated to all the NS in the region.
- The focal point of the Lebanese R.C. supported the Iraqi Delegation to facilitate the PSP workshop organized for Iraqi R.C staff/volunteers (June/July 2005)
- The PSP staff on loan working with the health unit is supporting the NSs, mainly those who do not have focal points, encouraging them to nominate focal points to establish PSP programmes in their respective NS.
- The 2-year pilot PSP programme was evaluated in August/September 2005. The external consultant visited several NS and interviewed PSP focal points. The results will be discussed in the PSP network meeting to be organized.
- As an initiative to integrate health programmes, the Regional Office in North Africa organized a meeting (17-19 October 2005) to build consensus about CBFA-PSP integration involving the 3 NSs – Algeria, Morocco and Tunisia. The regional health delegate and the PSP staff on loan from the Lebanese R.C (working with the regional health unit) facilitated discussion on CBFA and PSP programmes as well as the PSP policy. Agreement was also reached as to how best to integrate the two programmes and a plan of action was formulated for each of the 3 NS.
- The PSP staff on loan represented the MENA region in the Roster Meeting in Canada (31 October-3 November 2005). The meeting focused on networking and exchange of experience between regions.
- The 4<sup>th</sup> PSP network meeting was held in Amman (18-20 December 2005). The key themes discussed include implementation of the PSP basic training modules after translation into Arabic, the ToT manual production for PSP and future priorities including further integration efforts.
- The work of mainstreaming PSP into other NS core programmes is in progress. This process has been welcomed, as there is a general need for coordination and integration of the different programmes and activities to improve cost- effectiveness and impact of NS services including health and disaster management.

#### **Impact**

The efforts being made to integrate key health components (CBFA, PSP, HIV/AIDS) into other NS core health programmes are expected to improve the prospect for longer-term sustainability and impact.

#### **Constraints**

While exchange of information is essential to improve health services based on experiences, delayed response from NS often hampers the effort in this respect. In many cases, the lack of clear distribution of roles and responsibilities within the NSs, limits the capacity/authority of NS health focal points to share adequate information in a timely fashion.

#### **Coordination**

The effectiveness of NS services in health and care directly depends on the degree to which they coordinate their efforts with other agencies including the Ministries of Health, UN agencies and other relevant organizations.

## **Disaster Management**

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**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.

### **Achievements**

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

- To enhance the disaster management capacity building of the Jordanian RC, the Amman regional delegation facilitated the training of 28 staff/volunteers from the central region. The training focused on how to implement the Society's DM plan of action.
- To harmonize assessment methodologies between the Iraqi R.C and the UNICEF in relation to the emergency situation in Iraq, the regional delegation facilitated a rapid damage assessment workshop for 26 UNICEF monitors between 25 and 29 September 2005. The disaster management coordinator from the Palestine R.C provided peer support in facilitating the workshop. As part of the regional effort to standardize emergency assessment methods, the regional delegation published and distributed an assessment booklet which will help NS staff/volunteers in the region in assessing emergency situations at national/local levels as a precondition for effective response.

#### **Expected results 2: Five national societies have been enabled to respond to natural and man made disasters in time as a result of the establishment of National Intervention Teams.**

- National intervention team (NIT) guidelines are being developed to improve NS capacities in the development of effective response teams at national/branch levels. During the training in Yemen related to NIT, 7 NS representatives reviewed the NIT concept and developed the first draft guidelines. The Syrian Arab Red Crescent NIT members participated in the national simulation carried out by the Syrian authorities to test the level of preparedness for each organization according to their preparedness /contingency plan.
- The regional delegation provided technical consultation to the Qatar RC assisting their effort to establish a NIT in Qatar where staff/volunteers from other Gulf NS were invited to participate to enable them to follow similar approaches in the development and effective use of national intervention teams.
- In response to the bombings in Jordan (November 2005), the regional delegation staff worked closely with the Jordanian RC. Three ambulances were deployed by the NS to help in the emergency operation. Based on the experience of this event, the Jordanian RC is planning to strengthen its preparedness capacity.

#### **Expected result 3: Four national societies are effectively building up their DP/DM capacities by including disaster management units**

- In mid-December 2005, a review was started, in cooperation with the British RC, to assess the implementation of DM projects in Jordan and Syria. The results will determine future Federation-British RC support.
- Thirty-four members of the five regional DM working groups (assessment, relief health, human recourse, logistics and standards and accountability) met in Iran during the 2<sup>nd</sup> week of December 2005. The working groups focused on the development of a plan of action for each group with regional mechanisms for networking and incorporation of DM planning tools with other NS programmes including health services.
- To build up the human resource capacities of the Egyptian R.C and to develop a practical DM plan of action, a disaster management workshop for southern branches was facilitated by the Amman regional delegation in cooperation with the regional delegation in Tunis. Two volunteers from the NS of Morocco and Syria also participated in the facilitation of the workshop. Part of the plan of action includes the establishment of a disaster management unit and exchange of experience with other NS in the region
- The regional delegation participated in the facilitation of the two-year (2006/7) plan of the Iraqi RC, which focuses on disaster management and related actions.
- The DM team of the regional delegation facilitated a discussion by the branch directors of the Syrian Arab RC to incorporate DM as a key element within the branch structures. The delegation also supported the Jordan R.C to review and improve its DM structures
- The training officer from the Saudi R.C worked with the regional delegation, especially with the DM unit, to prepare a plan of action to improve the skills and capacities of their staff/volunteers working on international

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relief. The regional delegation will provide technical assistance/expertise to facilitate the necessary follow up action in 2006.

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

- A computerised warehouse programme has been introduced to the NS of Iraq and Syria. The branch directors and warehouse managers were trained on the system.

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

- Twenty-one participants from different NS in MENA took part in the regional VCA practitioners' forum (20-21 September 2005). The intention was to set up a VCA network, based on lessons learnt and to enhance knowledge sharing with improved understanding of the potential role for NS, The meeting contributed to discussions around global mainstreaming of VCA. The new design of the first version of the VCA booklet was also discussed.
- Forty-one staff and volunteers representing ten branches of Jordanian RC attended a VCA workshop. A plan of action will be developed for the VCA taskforce based on the findings of the workshop. Information was gathered from the different branches including Irbid, Madaba, Ajloun, Karak and Aqaba.
- VCA coordinators from the Lebanese RC worked with the regional delegation DM unit to support VCA training and processes in Lebanon.
- A staff on loan from the Syrian Arab R.C, working with the DM unit of the regional delegation, has started to develop caricatures demonstrating VCA processes
- The regional delegation sponsored the participation of the regional DM delegate and regional DM officer in the International Community Risk Assessment workshop in South Africa. This enabled the MENA regional delegation to be included as part of the ProVention Roster. Delegates critically discussed the strategic use of community risk assessment, whilst sharing experiences on community risk assessment with other international institutions.
- Assisting the NS of Morocco and Tunisia, the regional delegation facilitated the analysis and interpretation of the VCA data in Morocco in cooperation with the Moroccan National VCA coordinator.

### **Expected result 6: National societies in five countries have been prepared to respond to disasters guided by SPHERE standards.**

- The regional delegation continued to disseminate the SPHERE summary to the NSs in the in the region. More than 3,000 copies have been published of which 300 copies were distributed through the North African Regional Office.
- Thirty-three participants representing all 12 branches of the Yemen RC received training on Sphere facilitated by a trainer from Syrian Arab RC. The regional delegation also facilitated the initiative started by the Yemen RC to develop a case study on the SPHERE standards.
- Twenty-eight representatives of various Iraqi institutions (including Iraqi RC) participated in a Sphere training workshop organized by United Nations Assistant Mission for Iraq (UNAMI). The regional delegation DM unit provided technical support.

### **Impact**

The role NS play in responding to disasters worldwide has increased their profile as humanitarian organizations with increasing capacity to deliver services.

### **Constraints**

Although considerable efforts have been made to train as many staff and volunteers on disaster management, the effectiveness of the efforts is based on the degree of support the trained volunteers receive from NS leadership/senior management. In many cases volunteers/ staff often voice their concern over the level of support they receive.

### **Coordination**

Efforts are underway to improve cooperation and coordination between NS, on the one hand, and between NS and the Federation on the other. The DM networks and working groups will enhance this.

### **Humanitarian Values**

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**Goal:** Increased awareness of decision makers, humanitarian agencies and the public at large, of the Movement's Fundamental Principles and Values, improves the prospect of saving lives.

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

### **Achievements**

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

Four major training workshops were organized to train information officers/volunteers of the NSs in Jordan, Syria, Egypt and Algeria. The training curriculum included networking between the headquarters (centre) and the branches to create an information network within each NS, and to ensure efficient flow of information with strengthened information/communication capacities at all levels. As a result of these workshops, information networks were established in the four countries. More follow up required to ensure continuity and sustainability.

A one-day workshop was held to train information officers and volunteers at the Qatar RC. The Society is developing its information capacity, building a network to be able to deal with its expanding projects and programmes in many disaster areas around the world.

The discussion with the Libyan RC to conduct a similar workshop did not materialize. It should be held in 2006.

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

In addition to an expanded network within several NS in MENA, a regional network has been created and a follow-up committee made up of three NS officers (one each representing the Gulf, the Middle East, and North Africa) and the Federation regional information officer. Communication has been active among members. The first meeting of the follow-up committee is expected to take place in January to review progress and prepare for the next meeting of the network in Beirut in April 2006.

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

Two issues of Al-Ittihad were released covering news and NS /Federation activities in the region. The newsletter is distributed in more than 50 countries and is the only publication issued by the Federation highlighting the activities in the region. The last issue profiled the Egypt RC. It is planned to profile an NS from MENA in each of the coming issues.

The World Disasters Report 2005 was launched in Amman, Algeria and Tunis. Media coverage of the report was extensive in Jordan and Algeria. Copies of the report, its main findings and a press release were distributed to all the main Arab media, both local and regional.

The Federation participated in the World Summit on Information Society (WSIS) in Tunis through a well-organized and attractive stand. Thousands of leaflets, booklets, brochures etc. produced by the NSs in MENA were distributed featuring the different facets of their humanitarian services and related activities. The event had a direct benefit for the Tunisian R.C, as many students showed interest in volunteering. Also the Federation and Ericsson launched the World Disasters Report during the summit.

The Communication Guide has been printed in Arabic after long delays due to technical problems. The guide (over 400 pages) will be very useful in strengthening NS information capacities. It covers a variety of practical topics related to media and information.

A new version of the Manama Declaration booklet was released summarizing the Manama Declaration (March 2004), main recommendations of working groups, and highlights of the important speeches.

A number of greeting cards for the Holiday Season 2006 (Eid Al-Fitr, Eid Al-Adha, Christmas, New Year) were produced in collaboration with the Jordan RC, featuring embroidered works produced by the participants of the Vocational Training Centre of the NS. The Society is selling them and demand for these articles is increasing.

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The MENA regional information section is collaborating with the Communication Department at the Secretariat to produce the RC/RC magazine in Arabic. A consultant is being hired to supervise the production and distribution of the magazine.

Writing scripts and scenarios for traffic safety spots is under way. Five meetings were held with the script-writers and discussion is underway to engage a well-known Jordanian artist/comedian to finalize the scripts before production.

Related to the South Asia earthquake and the World Disasters Report 2005, several interviews were conducted with regional TV and radio stations including MSNBC, the UN Radio, Abu Dhabi TV and a number of newspapers.

A follow-up meeting took place with the Chief Editor of Al-Jazeera during the first half of December 2005 to try to gain free access to the channel to promote humanitarian issues within and outside the region

A one-day meeting on the role of journalists in disseminating humanitarian values was held in Qatar organized by Al-Jazeera. The meeting was broadcast live and the information officer of the regional delegation participated.

### **Impact**

NS interest in the Fundamental Principles and Values of the Movement is increasing which will enhance the prospect of working together effectively on common concerns based on effective and timely exchange of information.

### **Constraints**

NS contribution to the production of information material, including Al Itthad, is still a challenge.

### **Coordination**

Coordination, cooperation and partnership building with the media is a long process that requires sustained effort to promote public awareness and generate support to the humanitarian work in the region

## **Organizational Development**

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

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

### **Achievements**

**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

The MENA leadership/senior management development programme continued with the implementation of module 2 of the 2<sup>nd</sup> cycle (Damascus, 11-15 September 2005). The course was designed to enable the participants (1 each from the NSs of Egypt, Iraq, Iran, Tunisia, 2 each from the NSs of Lebanon and Yemen and 3 each from the NSs of Jordan and Syria) to improve their capacity to plan and manage their services in ***a process that generates short term results and long term impact***. Fostering the process of engagement and exchange, the discussion was based on experiential learning with NS participants presenting case studies

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

The discussion on ***strategic/operational planning*** enabled the participants to appreciate their role, as leaders and senior managers, in providing vision and direction to enhance greater NS performance with a degree of excellence,

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integrity and creativity. This includes the process of strategic planning/ management with effective participation of stakeholders, including the communities the NSs work with, in determining the nature/ direction of their services.

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

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

- the linkage between the corporate identity of the organization (NS) and the learning ability of the individuals/its human resources (volunteers/staff),
- the need to address the challenge of continuous learning by developing the key ingredients of a learning individual including self awareness, imagination and will, and
- the importance of overcoming the instinctive factors such as fear without being over protectionist to be able to learn and share knowledge with others.

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

- Statutes/ bylaws, separation of roles between governance management: Iraq, Iran, Lebanon, Yemen
- Strategic/operational planning: Egypt, Syria, Tunisia
- Branch level governance/management: Jordan

In the final evaluation by the participants assessing the relevance of the main topics to improve NS performance, strategic/operational planning attracted the highest number of positive responses. The topic on legal base reform attracted the lowest number of positive responses- *an indication of the challenge generally associated with legal base reform as an aspect that requires fundamental institutional change*

**Expected result 2:** Improved planning and management capacities involving NS mid-level managers and operators, at HQ and branch level, to enhance operational efficiency with increased community participation.

*To consolidate NS planning and management capacity building*, the regional OD unit facilitated the training on the project planning process –PPP (Amman, 11-14 August 2005). Thirteen staff/volunteers from the NSs of Iraq, Egypt, Libya, Palestine, Yemen and Amman Regional Office participated. The training enabled the participants to acquire the basic skills and competencies required for project planning and management to improve performance using the skills in their respective areas of assignment.

During the planning workshop organized by the Iraqi Red Crescent and the Federation Delegation for Iraq (Amman, 23-26 August 2005), the regional OD unit facilitated the discussion on the importance of planning as a vehicle for effectiveness and efficiency. The discussion also focussed on review of the status of planning within the International Federation in general and within the MENA regional context in particular. Attended by members of the Iraqi Red Crescent national board and branch representatives, the forum provided an opportunity for the Iraqi R.C to articulate, in a collective way, *the key priorities for 2006/7 as a bridge towards the establishment of a long term strategy*

*To improve the threshold of NS self reliance as an important strategic goal*, 13 branch representatives of the Yemen R.C attended a session on resource development conducted as part of the training facilitated by the regional financial controller to raise the capacity of branch staff/ volunteers related to financial management. The discussion enabled the participants to explore the diverse techniques and main factors for success in resource development. The participants expressed their desire to explore the opportunities analysing the feasibility of each technique/ success factor in their respective branches.

As a follow up to the study visit, which enabled the OD department head of the Palestine R.C to visit and learn from the experiences of the Qatar Red Crescent, the mission report was circulated among NSs in the region to *enhance the process of knowledge sharing*. The Qatar RC has, in recent years, scaled up its domestic and international services based on overall organizational reform..

**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.

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Thirty-three NS leaders, managers, staff and volunteers from the HQ and branches of the Syrian Arab R.C (SARC) attended the gender awareness training (Damascus, 17-18 September 2005). The training enabled the participants to:

- gain increased knowledge of gender issues within the specific national/local context and in the framework of the Federation's Gender Policy established in 1999, and
- enhance their capacity and commitment to consider gender as an inseparable part of NS development in terms of both policy and practice.

To achieve better results through peer support with increasing exchange of experience on how each NS deals with the challenges of gender as part of the overall development, the training was facilitated by the gender focal point from the Jordan R.C working with As part of the follow up, ***the participants will develop sex-disaggregated data to determine the gender profile of volunteers/staff and beneficiaries of NS services.***

NS gender focal points from Egypt, Jordan, Iran, Lebanon, Palestine, Syria and Yemen attended the training of trainers (ToT) on gender (Amman, 26-29 November 2005). Based on the global gender training manual translated into Arabic, the training focused on analysis of case studies, demonstrating the process how gender can be mainstreamed within NS programmes including disaster management and health services. The momentum thus created is expected to enable the NSs to address the challenge of gender as a critical component of NS development through further efforts in terms of gender awareness raising and mainstreaming ***to improve gender balance at all levels***

As part of the Federation-UN partnership in leadership development, 3 RC/RC youth representatives from the NS of Iraq, Lebanon, and Palestine attended the leadership training organized by the UN University of Leadership Institute (UNU-LI) focusing on ***capacity building of emerging women leaders in post-conflict and transitional countries.*** With more than 20 participants from different parts of the world, the training covered theoretical and practical aspects including interaction and discussion with veteran women leaders who have demonstrated successful leadership qualities in post-conflict and transitional environments.

The regional OD unit facilitated the review of gender pilot projects implemented by the Iranian Red Crescent. The review highlighted the lessons learnt and the challenges faced in the implementation of the pilot projects since 2001. ***The lessons learnt will be shared*** among the NSs within and outside the region.

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

In its first meeting (Beirut, 16-19 September 2005), ***the MENA youth coordinating committee*** (YCC) members (with representatives from Iraq, Iran Palestine and Lebanon)

- reviewed the progress in the implementation of the activities agreed during the MENA youth conference conducted in Damascus in June 2005,
- discussed the need for follow up to improve youth participation in international conferences including the General Assembly of the Federation, MENA Conferences, and
- agreed on a regional plan of action to strengthen NS youth activities and structures in line with the declaration of the 4<sup>th</sup> Manama Conference (Manama, 2004)

Twenty youth volunteers from 10 NSs participated in the youth volunteers management workshop (Tunis, 1-5 December 2005). The workshop focused on ***how to ensure effective youth participation in decision making internally at all levels within the NSs and externally participating at regional and international platforms.*** The draft recommendations from the workshop will be presented and discussed during the 5<sup>th</sup> MENA conference in Morocco (May 2006).

Three youth volunteers (2 from Egypt and 1 from Tunisia) attended the workshop on volunteer systems management organized by the OD Department of the Secretariat. Conducted in Nairobi, Kenya (October 2005), the workshop focussed on a number of relevant topics including analysis on ***how to link development initiatives with emergency programmes to enable the volunteers to contribute effectively*** addressing NS /community needs related to emergencies and development

As part of the integrated support in OD and Health, 14 staff/volunteers from the NSs of Jordan, Iraq, Lebanon, Syria and Yemen attended a training of trainers' course on HIV/AIDS conducted in cooperation with the UNICEF

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(Amman, 24-30 September 2005). The training was designed *to empower R.C/R.C youth in the implementation of youth to youth approaches in the prevention of HIV/AIDS* and integration of HIV/AIDS within the existing NS health services.

R.C/R.C youth role in the prevention of HIV/AIDS was discussed at the regional UNICEF forum (Sanaa, Yemen, 8-11 November 2005) attended by the focal points for HIV/AIDS in each country working with the UNICEF in the MENA region. *Further empowerment of the youth in the prevention of HIV/AIDS* represents a major area of focus in the future collaboration between the Federation/NSs and the regional UNICEF for MENA.

MENA youth participation within the Mediterranean setting during the reporting period included participation of

- eight youth volunteers from the NS of Egypt, Lebanon Syria and Tunisia in the Mediterranean youth training (Spain 20-21 October 2005). The training addressed such important issues as *respect for diversity with increased capacity to fight discrimination*.
- fourteen youth volunteers from Algeria, Egypt Lebanon, Palestine and Tunisia in the Mediterranean Camp (Italy, 13-23 August 2005). The agenda covered key issues related to *migration, addiction, pandemics (HIV/AIDS), disaster preparedness, human rights and the role of youth in reducing violence*

Nine NS (Algeria, Bahrain, Egypt, Iraq, Lebanon, Palestine, Qatar, Tunisia, and Syria) had included youth representatives in their delegations that attended the General Assembly of the Federation (Seoul, 11-19 November 2005). This was *recognized as a good example that enhances the vital role of the youth in the advancement of NS mission*. In recognition of the exemplary role it plays in the reduction of the adverse effects of land mines, *the Palestine Red Crescent received the youth award* organized by the Federation in connection with the General Assembly.

RC/RC youth roles and experiences were widely disseminated at the World Information Summit (Tunis, 16-20 November 2005). Useful lessons were learnt regarding *the use of new technologies to enhance youth services to the communities in the different areas including prevention of HIV/AIDS and promotion of literacy*

*To enhance cross-fertilization of lessons learnt within the region*, a case study is being developed based on the experiences of the Lebanese Red Cross where the youth volunteers have demonstrated their capacity and commitment to serve effectively in times of both conflict and peace

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

A MENA-wide OD review is currently underway to analyse achievements, challenges and lessons learnt. Facilitated by an external consultant and a steering committee with representatives from the NS of Egypt, Jordan and Yemen, the review focuses on overall feedback from all NS with in-depth assessment of 5 sample NS: Egypt, Jordan, Lebanon, Syria and Yemen.

In its meeting on 17 and 18 October, 2005, the steering committee reviewed and amended the terms of reference for the review which includes the following main areas of focus

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

The review is expected to be completed during the first quarter of 2006

### Impact

The leadership development programme in MENA is providing NS leaders/senior managers with increased opportunities not only in terms of improvement of knowledge but also in terms of commitment towards behavioural change. The President of the Syrian Arab Red Crescent Society, in his closing statement during the LDP course in Damascus, declared that *'effective leadership/ management does not come from the heart but from talent and excellence'*

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### **Constraint**

The changing nature of the operational context in MENA presents a challenge which needs to be addressed with increased flexibility in terms of implementation of plans and budgets. A number of activities have to be re-planned following the security concern in the wake of the recent bomb explosion in Amman (November 2005).

### **Coordination**

The coordination with other relevant organizations including the United Nations University, Leadership Institute (UNU-LI), UNICEF and UNIFEM has helped to improve the effectiveness and impact of the Federation's OD support services related to leadership development gender and youth.

## **Coordination, Cooperation and Strategic Partnerships**

**Goal:** The capacities of the national societies of the region to deliver quality services and promote advocacy on behalf of the vulnerable is enhanced through the effective/optimal utilization of the Secretariat technical and financial support.

**Objective:** The National Societies in the region have an increased number of partners who are aware of and sensitive to their priorities and respond to them in a coordinated manner.

### **Achievements**

#### **Coordination of the Federation planning process**

The Middle East Regional Office facilitated and coordinated the regional planning meeting held in Amman (August, 2005). The meeting enabled the participants to discuss the regional support strategy 2006-2009 and the appeal 2006-2007. The meeting was attended by the country delegations and technical programme managers as well as the ICRC and representatives of bilateral partner national societies working in the region.

#### **Support to the national societies and regional forums**

The coordination service and support the Middle East Regional Office provides to the national societies is being valued and well received. During the reporting period, the Head of the Office visited the Lebanese Red Cross to discuss the future of the Federation presence in Lebanon. A clear time frame and action plan was drawn to ensure that the support to the NS will continue from the Regional Office after phasing out the country level presence of the Federation.

The Head of the Federation's Middle East Regional Office (HoRO) supported the Qatar Red Crescent in organizing the 2nd meeting of the Gulf National Societies organized in Doha from 6-7 September 2005. The support included preparation of the agenda, presentations (Federation of the Future, Disaster Management Review, and implementation of the recommendations of the Kuwait Initiative on disaster management framework).

Invited by the Organization of the Arab Red Crescent and Red Cross Secretariat, the HoRO attended the meeting of the executive committee of the Arab Red Crescent /Red Cross organization hosted by the Syria Arab Red Crescent Society. The HoRO also attended the Extra Ordinary and Ordinary General Assembly Sessions of the Lebanese R.C (December, 2005) where he encouraged the NS to strengthen its governance and management structures at all levels and remain engaged in the change process at this critical period of transition

Regular contact was maintained to strengthen NS preparation towards the Federation General Assembly and Council of Delegates (November 2005). The Office ensured that important documents such as 'the Federation of the Future' were translated into Arabic and dispatched to the NS. The follow up also continues to consolidate the preparation for the 5<sup>th</sup> MENA Conference (May 2006). The NS are being encouraged to nominate focal points to liaise with the secretariat of the conference.

#### **Movement cooperation**

During the 15<sup>th</sup> session of the Federation General Assembly and Council of Delegates, the HoRO facilitated meetings between Bahrain R.C and the Secretariat - Asia Pacific Department - to follow up on the efforts of the Bahrain R.C to support the NS in the countries affected by the Tsunami disaster. He also facilitated a meeting between Yemen RC and the Iranian RC to improve cooperation between the two NS.

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

Support to the bilateral partner national societies in the region was strengthened through service agreements concluded with the German, French and Danish Red Cross Societies who have established regional representation offices in Amman.

### **International representation and strategic partnerships**

Contact with donors is maintained through regular visits to the diplomatic missions accredited to Jordan. During the reporting period, the HoRO visited and met the Ambassadors of Saudi Arabia and Bahrain. He briefed the Ambassadors about the activities of the Federation in the region and the cooperation with the national societies in their respective countries.

The ongoing follow-up to operationalize the cooperation agreement started between the Yemen RC, the Federation, WHO, UNICEF, and the Ministry of Health in Yemen resulted in a joint pilot project to address health emergencies in the Governorate Hoidedah. The Federation hired a consultant who conducted an assessment in Hodiadah and developed a proposal to be implemented by the Yemen RC and other partners of the project. Implementation is planned to start early next year based on a specific agreement to be signed detailing the role and responsibility of each partner. As a multi-agency initiative, the project sets a good example for other efforts to be made through similar operational alliances.

Represented by the Deputy HoRO/regional OD delegate, the Federation attended the UNRAWA donors/host countries meeting held in Jordan (15-17 November 2005). The meeting provided an opportunity for the Federation to strengthen its working relationships with other relevant agencies .

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

### **Impact**

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

### **Constraints**

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

### **Coordination**

The experience gained in the coordination and cooperation within and outside the Movement needs to be translated into more sustained and strategic approaches in line with the Federation's new operating model and expanded operational alliances.

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