

Programme Update 2007



International Federation
of Red Cross and Red Crescent Societies

Israel

Appeal No. MAAIL001
Programme Update No.3

This report covers the period of 01/01/2007 to 30/06/2007.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



A community leader workshop was held at the Dead Sea. The Red Crystal is displayed in the background. Photo: MDA

In brief

Programme Summary: This programme update appears just after the first anniversary of the recognition by the International Committee of the Red Cross (ICRC) of Magen David Adom (MDA) in Israel as a National Society, and the decision, by acclamation, of the Federation's General Assembly to admit the National Society as a member.

With this, a long process of supporting MDA on its way to become a full member of the Red Cross and Red Crescent Movement came to an end and the focus of the support offered by the International Federation, primarily through its representation in Israel, shifted to MDA's plans for the future.

The International Federation representative left Israel at the end of 2006 and a successor was only appointed in June, meaning a six-month period at the start of the year without a representative in Israel. The unforeseen positive consequence of this was that it gave both MDA and the International Federation time to reflect on their respective views and priorities after several years of sometimes rather hectic interactions. Given the lowering of the level of activities of the International Federation in Israel as a result of the "pause" in staffing the position as representative, the present programme update provides information on activities that did take place, but also points to some of the thinking for the second half of 2007 and the coming years.

Needs: Total 2006-2007 budget has been adjusted once again from CHF 414,353 (USD 344,320 or EUR 253,060) to CHF 438,267 (USD 362,699 or EUR 265,927). The previous revision decreased the amount from CHF 599,048 to CHF 414,353; due to the fact that there was no delegate in the first half of 2007 (only local staff) and the office had limited activity. With a delegate being appointed, and some changes done in other budget lines, the new budget is CHF 438,267, out of which only 58 % is covered. The amount of CHF 183,164 is urgently needed in order to avoid further deficit. [Click here to go directly to the attached financial report.](#)

Our Partners: Total number of local and international partners is seven, but with MDA having strong relations with many Red Cross and Red Crescent National Societies around the world.

Progress towards objectives-by sector

Disaster Management

Objective: Adopt a long term strategic plan for activities in disaster management, consistent with national disaster planning. Organise national disaster response team training for MDA staff and volunteers and representatives of relevant Israeli authorities.

Achievements/Constraints: MDA, with ongoing facilitation from the International Federation, continues to draw on disaster management expertise available from both the Secretariat in Geneva and other locations, including the regional representation in Budapest. Attending meetings and training events, as well as receiving International Federation personnel dealing with disaster management at a regional level, the National Society is gradually building its own expertise and establishing the relationships needed to develop MDA's domestic and international disaster management capacity.

Through participation in workshops and other events on issues as diverse as logistics, IT and response to sudden emergency situations, MDA has had the opportunity both to share its own expertise, in mass casualty situations for example, and to access the knowledge and backup of others.

Financed by a grant from the Coca Cola Corporation in the context of the Middle East Crisis of 2006 and the International Federation's emergency appeal (appeal number MDR81001) for support in that situation, a programme of workshop for *community leaders* commenced in 2007. These workshops are intended for volunteers and staff from all parts of the country, who in case of disaster or hostilities could play a role in disaster management at the local community level and be a channel of communications and support between local communities and MDA as an organisation. Eventually, it is foreseen that these community leaders will have a form of counterparts within the established organisation of MDA, whose role would be to develop response to the needs identified, including emergency response through National Disaster Response Teams (NDRT).

This innovative approach has been supported by the International Federation representation and also benefited considerably from the involvement of the American Red Cross in the preparations for, as well as actual running of, the first two workshops. At these workshops, American Red Cross provided two facilitators, who were able to build on their own experiences with similar concepts in the United States.

Organisational Development

Objective: Analyse results of the National Society Self Assessment, finalise review of the MDA statutes, attend Red Cross fundraising skill share and look at ways to develop domestic fundraising capacity and raise MDA's profile through an active communications strategy.

Achievements/Constraints: MDA is a large organization – around 1,500 staff, 14 000 volunteers – under paid management. Due to the nature of its involvement in emergency medical services and the need to respond rapidly and accurately to sudden emergencies, the organizational culture tends in the direction of a somewhat top-down “command and control” model appropriate for its main activities. The stringent quality controls required and ability to react quickly within the area of blood services pulls in the same direction.

Thus, while MDA is able to reconfigure and develop its organization in response to shifting operational circumstances, its model is probably less suitable for a range of activities associated with broader Red Cross and Red Crescent work (in particular, for community based approaches to address vulnerabilities or stimulating creative thinking at the community level). The International Federation representation in Israel will continue to explore with MDA how it can be of assistance in developing organizational innovations in this regard (i.e. in the context of following up on the community leader workshops currently being organized – for details see the disaster management section).

Two developments within the reporting period may be noted. One is the establishment, since the beginning of 2007, of a position as coordinator of Red Cross cooperation, and the staffing of this function. While still in an early stage and not yet adequately developed in terms of capacity, this position will represent a stable focal point for practical co-operation between MDA and sister Societies, as well as the International Federation.

The other is the way in which MDA has taken ownership of processes such as self-assessment. In 2005, MDA undertook an exercise in self-assessment – with support from the International Federation representation and an external consultant – in the context of a National Society Self Assessment (NSSA). The results of that exercise are still being absorbed. Based on NSSA experience, MDA plans to perform more narrow self assessment – well prepared National Society this time as a wholly MDA-run piece of work.

Humanitarian Values

Objective: In cooperation with the ICRC, establish a dissemination unit and/or recruit a Principles and Values officer to organise activities and programmes to raise awareness of international humanitarian law (IHL), the Movement, the Fundamental Principles, develop and/or translate new Hebrew-language dissemination materials and participate in relevant Movement courses.

Achievements/Constraints: An officer has been employed by MDA, financed by ICRC, to deal with IHL and related issues. However, still, the volunteers and staff of MDA are relatively uninformed about the wider Red Cross and Red Crescent Movement, and it will be a priority for the International Federation representation to assist MDA in changing that situation – internally as well as externally. This is also a priority request from MDA in terms of what it wants the representation to do.

Working in partnership

In spite of its non-recognition and non-membership, MDA has a long history of seeking contacts and communication with other National Societies and has also benefited from the existence of a network of “Friends of MDA” organisations in a number of countries. MDA has also contributed operationally to a number of emergency responses; for example, in Kenya after the bombing of the U.S. Embassy, in the aftermath of earthquakes in Turkey, the Asian Tsunami in 2004, and during floods in Bulgaria.

Following membership in the International Federation, and in order to achieve greater integration into the life and work of National Societies and the International Federation, MDA has decided to become more systematic and pro-active in developing relations with sister Societies. To that end, co-operation agreements have been signed with the Georgian Red Cross and the Azerbaijan Red Crescent; the Sri Lanka Red Cross is involved in MDA’s support for the establishment of emergency medical services in one of the provinces of that country; plans are underway to provide assistance to refugees in central Africa; and tentative steps have been made to establish contact and co-operation with the Cyprus Red Cross Society.

MDA is eager to participate in different relief operations. MDA employees took part in basic training courses (BTC) organized by the Norwegian Red Cross in September last year and February this year. Other examples include the invitation extended by the Bavarian Youth Red Cross for ten young volunteers to join them for ten days in June as part of a youth exchange programme. This exchange was organized with support from the International Federation representation.

MDA itself organizes a youth summer camp in the middle of August. This is a follow-up to, and based on the experience from, two previous camps of the same nature in 2004 and 2005. The International Federation representation has supported MDA in the preparations for the forthcoming camp. Likewise, three MDA youth volunteers have been invited by the Turkish Red Crescent in the context of a youth exchange programme on cultural diversity to be held in Turkey in August.

The establishment of the position as MDA co-operation co-ordinator is an important factor in these developments, giving MDA the institutional capacity to initiate, develop and maintain relations with other National Societies.

One of MDA's priorities in terms of support from and through the International Federation representation in Tel Aviv is, precisely, strengthening this ability to co-operate with other components of the Movement, participate in International Federation-led or supported operations, and provide assistance internationally.

Contributing to longer-term impact

The International Federation, during the first half of 2007, continued to support MDA in the areas mentioned in this programme update, amongst others. The activities of the International Federation during that period were, however, limited as a result of the departure of the representative towards the end of 2006, and a wait in appointing a replacement until June. In retrospect, however, the unforeseen positive consequence of this was that it gave both MDA and the International Federation time to reflect on their respective views and priorities after several years of sometimes rather hectic interactions, thereby laying the foundations for a renewed dialogue on continued co-operation. This dialogue is ongoing, and the outcomes will be reflected in the forthcoming plans and budgets for the period 2008-2009.

In this context, it may be of some value to make some observations on Israel and MDA to illustrate the differences between working with and supporting that National Society, and providing support to a number of other societies in other parts of the world.

Israel is a relatively wealthy country – comparable in national income per capita to a number of the members of the European Union. Israel's wealth is based on a well-educated population engaged in industrial and in many cases post-industrial production. This does not mean there are no domestic difficulties to overcome; there are sharp income differences and the subject of poverty is widely discussed in the media, not least in relation to the difficulties the poor have in terms of accessing medical and other services.

A challenge for MDA, domestically, is one of broadening its activity base so as to become a more "rounded" National Society, and to achieve this without undermining or weakening its primary roles. A related challenge is to make its volunteers, staff, management and the general public aware of the rationale for such changes and the implications of MDA's inclusion in the Movement. Similarly, there is a need to explain these matters to the authorities with which MDA co-ordinates its operations and activities.

Looking Ahead

MDA's plans for the future are, as with most National Societies, primarily concerned with strengthening their domestic programmes and activities. In the case of MDA, its primary domestic responsibilities are emergency medical and blood services, and a firm priority of the society is to maintain and improve these.

As a result of its exposure, among other factors, to a wider range of sister societies and the International Federation, MDA is also placing increasing emphasis on developing additional areas of activity, building on the strengths of the organization as it is, and promoting a natural extension of existing activities.

Thus, for example, the strong position of MDA – in terms of volunteers, staff, equipment and organization – in emergency services is a good starting point for building capacity in other dimensions of the disaster management cycle, but perhaps less of a point of departure for developing social welfare services. It should be noted too, that there are many other non-governmental organisations (NGOs) operating in social spheres, providing assistance and support for different groups of vulnerable people.

In its external and international activities, MDA, broadly speaking, seeks enhanced integration in the network that the International Federation is, through more and more systematic co-operation with sister societies, more

actively seeking to exploit the knowledge and expertise that is available within the network, and looking for opportunities to participate in International Federation-led and other operations.

In the process that led to the recognition and admission of both MDA and the Palestine Red Crescent Society, those two National Societies negotiated a memorandum of understanding and an associated agreement on operational activities to facilitate the provision of humanitarian services to populations in need, among Israelis as well as among Palestinians, in accordance with the rules and regulations of the International Red Cross and Red Crescent Movement. The implementation of these two agreements has continued to be implemented and adhered to, but it should be recognized that the process has been uneven and occasionally difficult – as might be expected given the circumstances.

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International Federation of Red Cross and Red Crescent Societies

MAAIL001 - ISRAEL

Interim Financial Report

| Selected Parameters | |
|---------------------|----------------|
| Reporting Timeframe | 2006/1-2007/6 |
| Budget Timeframe | 2006/1-2007/12 |
| Appeal | MAAIL001 |
| Budget | APPEAL |

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

| | Health & Care | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation | TOTAL |
|----------------------------------------------------------------|---------------|---------------------|---------------------|----------------------------|-------------------------------|----------------|
| A. Budget | | | | | 438,267 | 438,267 |
| B. Opening Balance | | | | | -644 | -644 |
| Income | | | | | | |
| <u>Cash contributions</u> | | | | | | |
| American Red Cross | | | | | 90,848 | 90,848 |
| British Red Cross | | | | | 34,380 | 34,380 |
| Danish Red Cross | | | | | 10,000 | 10,000 |
| DFID Partnership | | | | | 24,946 | 24,946 |
| Netherlands Red Cross | | | | | 23,670 | 23,670 |
| Norwegian Red Cross | | | | | 38,900 | 38,900 |
| Swedish Red Cross | | | | | 16,842 | 16,842 |
| C1. Cash contributions | | | | | 239,586 | 239,586 |
| <u>Reallocations (within appeal or from/to another appeal)</u> | | | | | | |
| Swedish Red Cross | | | | | 13,474 | 13,474 |
| C3. Reallocations (within appeal or | | | | | 13,474 | 13,474 |
| <u>Other Income</u> | | | | | | |
| Miscellaneous Income | | | | | 2,688 | 2,688 |
| C6. Other Income | | | | | 2,688 | 2,688 |
| C. Total Income = SUM(C1..C6) | | | | | 255,747 | 255,747 |
| D. Total Funding = B + C | | | | | 255,103 | 255,103 |

II. Balance of Funds

| | Health & Care | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation | TOTAL |
|-----------------------------------------|---------------|---------------------|---------------------|----------------------------|-------------------------------|----------|
| B. Opening Balance | | | | | -644 | -644 |
| C. Income | | | | | 255,747 | 255,747 |
| E. Expenditure | | | | | -255,530 | -255,530 |
| F. Closing Balance = (B + C + E) | | | | | -426 | -426 |

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MAAIL001 - ISRAEL

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|---------------------|----------------|
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| Appeal | MAAIL001 |
| Budget | APPEAL |

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

| Account Groups | Budget | Expenditure | | | | | TOTAL | Variance | |
|---------------------------------------------|----------------|---------------|---------------------|---------------------|----------------------------|-------------------------------|----------------|----------------|--|
| | | Health & Care | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation | | | |
| A | | | | | | | B | A - B | |
| BUDGET (C) | | | | | | | 438,267 | 438,267 | |
| Land, vehicles & equipment | | | | | | | | | |
| Computers & Telecom | 2,000 | | | | | 4,452 | 4,452 | -2,452 | |
| Total Land, vehicles & equipment | 2,000 | | | | | 4,452 | 4,452 | -2,452 | |
| Transport & Storage | | | | | | | | | |
| Transport & Vehicle Costs | 19,650 | | | | | 14,571 | 14,571 | 5,079 | |
| Total Transport & Storage | 19,650 | | | | | 14,571 | 14,571 | 5,079 | |
| Personnel Expenditures | | | | | | | | | |
| International Staff Payroll Benefits | 102,000 | | | | | 137,296 | 137,296 | -35,296 | |
| Delegate Benefits | 62,000 | | | | | | | 62,000 | |
| National Staff | 71,020 | | | | | 46,675 | 46,675 | 24,345 | |
| Consultants | 66,685 | | | | | 6,981 | 6,981 | 59,704 | |
| Total Personnel Expenditures | 301,705 | | | | | 190,952 | 190,952 | 110,753 | |
| Workshops & Training | | | | | | | | | |
| Workshops & Training | 35,200 | | | | | 3,819 | 3,819 | 31,381 | |
| Total Workshops & Training | 35,200 | | | | | 3,819 | 3,819 | 31,381 | |
| General Expenditure | | | | | | | | | |
| Travel | 13,400 | | | | | 9,223 | 9,223 | 4,177 | |
| Information & Public Relation | 3,165 | | | | | 225 | 225 | 2,940 | |
| Office Costs | 2,700 | | | | | 1,018 | 1,018 | 1,682 | |
| Communications | 17,400 | | | | | 12,356 | 12,356 | 5,044 | |
| Professional Fees | 10,000 | | | | | | | 10,000 | |
| Financial Charges | 4,560 | | | | | 2,286 | 2,286 | 2,274 | |
| Other General Expenses | | | | | | 19 | 19 | -19 | |
| Total General Expenditure | 51,225 | | | | | 25,126 | 25,126 | 26,099 | |
| Program Support | | | | | | | | | |
| Program Support | 28,487 | | | | | 16,609 | 16,609 | 11,878 | |
| Total Program Support | 28,487 | | | | | 16,609 | 16,609 | 11,878 | |
| TOTAL EXPENDITURE (D) | 438,267 | | | | | 255,530 | 255,530 | 182,738 | |
| VARIANCE (C - D) | | | | | | 182,738 | 182,738 | | |