



EGYPTIAN RED CRESCENT 2022 STRATEGY

Towards Leadership in Serving Humanity



Table of Content

Preface	2
Acknowledgment	3
CHAPTER 1: History and Present	4
About Egyptian Red Crescent (ERC)	7
Context of Our Work	9
Our Fundamental Principles	10
Our Values	10
What We Do	11
Our Context	11
CHAPTER 2: WHERE WE GO	12
ERC ... 2022 and Beyond	13
- Strategic Directions	16
- Enabling Actions	19



Preface

It is with great pleasure to present the Egyptian Red Crescent Strategy 2022. This strategy introduces the collective mission and beliefs of the Egyptian Red Crescent (ERC) in alleviating humanitarian sufferings and serving humanity in times of great need, whilst being able to reach the grassroots for longer term community development and empowerment. With an eye to the next 4 years and beyond, this strategy aligns previous policies and visions of the ERC with updated concepts that will guide the organization within the coming decades. It provides direction to the organization which correlates to the mission and vision of the International Federation of the Red Cross and Red Crescent societies. The strategy is also the basis for harmonizing ERC work with the National Authorities, Relevant Partners, and Donors who have supported the organization for over a hundred years in its crucial work.

The elements presented in this strategy form a holistic and integrated approach to our ever important work in a changing and challenging environment. We are confident that our strategy offers an inspiring vision towards the future and clearly reflects our continued commitment to helping people in need.



Prof. Moamena Kamel

Secretary General
Egyptian Red Crescent

Egyptian Red Crescent acknowledges and values all the efforts that have been put in order to bring this strategy to light.

We recognize all those who contributed to the development of the strategy from the very early stages of mapping, data gathering and analysis, drafting and formulating this strategy.

ERC sincerely thanks our Red Cross/ Red Crescent Movement Partners for the continuous collaboration, coordination and integration.

Special thanks to IBM for their valuable support to develop the ERC digital strategy and further.

Our eye will be always kept towards the future, with all the collective efforts, to see the implementation of this strategy and bringing it into reality.



Chapter I: History and Present

About ERC

This chapter gives a snapshot of ERC over years, with focus on main fields of work, activities and services. It also highlights in brief the context that ERC works in which shapes the outlines of this strategy.

Established as a seed in 1898, the actual rise of the Egyptian Red Crescent was in 1911 during the Tripoli war when ERC medical convoys headed to Libya to provide help for injured and wounded. Since then, ERC has played an important humanitarian role in Egypt and abroad.

Believing in the power of humanity and the strength of our volunteer network, ERC works as an auxiliary body to the government and as a part of the international Red Cross/ Red Crescent movement.

The ideals of the ERC are represented throughout Egypt, not just through the visible impact of our work in countless towns, villages and neighborhoods, but also by influencing the hearts and minds of the Egyptian people.

We are widely perceived as a 'public good' – available to everyone, everywhere, to prevent and reduce human suffering in all forms. Our work is carried out by a respected network of staff, volunteers, and members. We are proud to be a part of a global network of RC/ RC movement to represent our shared beliefs and joint efforts, knowing that the chances of improving the lives of vulnerable people are increasingly influenced by the globalizing forces of an interconnected, interdependent world. All that we do and say is inspired by the Fundamental Principles espoused by the RC/ RC movement.

Our Fundamental principles:

As part of the International Movement of Red Cross and Red Crescent, Egyptian Red Crescent functions according to the seven fundamental principles of this humanitarian movement that born of a desire to bring assistance without discrimination.

VOLUNTARY SERVICE
NEUTRALITY
IMPARTIALITY INDEPENDENCE
HUMANITY
UNIVERSALITY UNITY





OUR VALUES

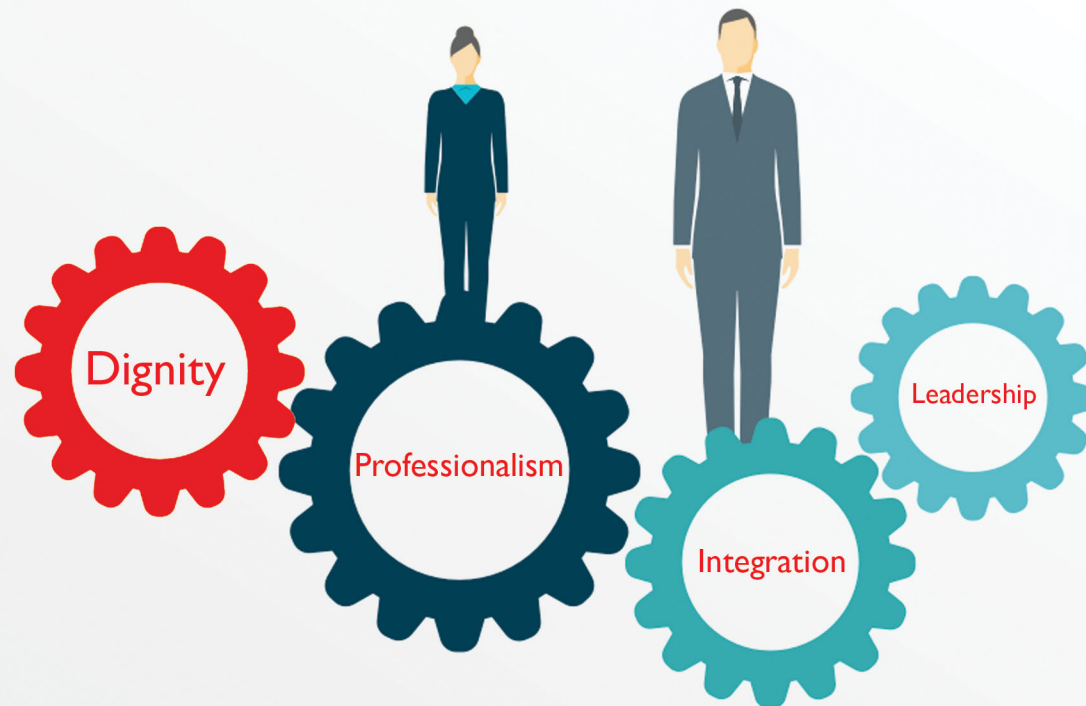
We believe in humanity, recognize its norms, and acknowledge its commitments, and from this our values rise:

Dignity: we serve those in need, draw attention to their rights and needs with full respect and sympathy believing in their right to be served in a fully dignified way.

Professionalism: we thrive to provide our humanitarian services in a structured systematized yet flexible and dynamic manner.

Integration: as member of International RC/RC Movement and as being auxiliary to the national authorities, we work in comprehensive approach that respect system dynamics and build up on successful partnerships.

Leadership: we work to achieve excellence in our mandate, raise the voice for humanitarian priorities, inspire voluntary humanitarian actions and significantly contribute to the leadership of the movement globally.



What We Do

ERC operates through the HQ and branches in a departmental manner. The organogram of the ERC has been modified, as part of the comprehensive organizational development process, to cope with the new vision and to better serve the strategic work expansion.





How we operate:

ERC operates 27 branches throughout Egypt with the headquarter based in Cairo. We provide effective and timely response in disaster and crisis in order to help people to survive and recover.



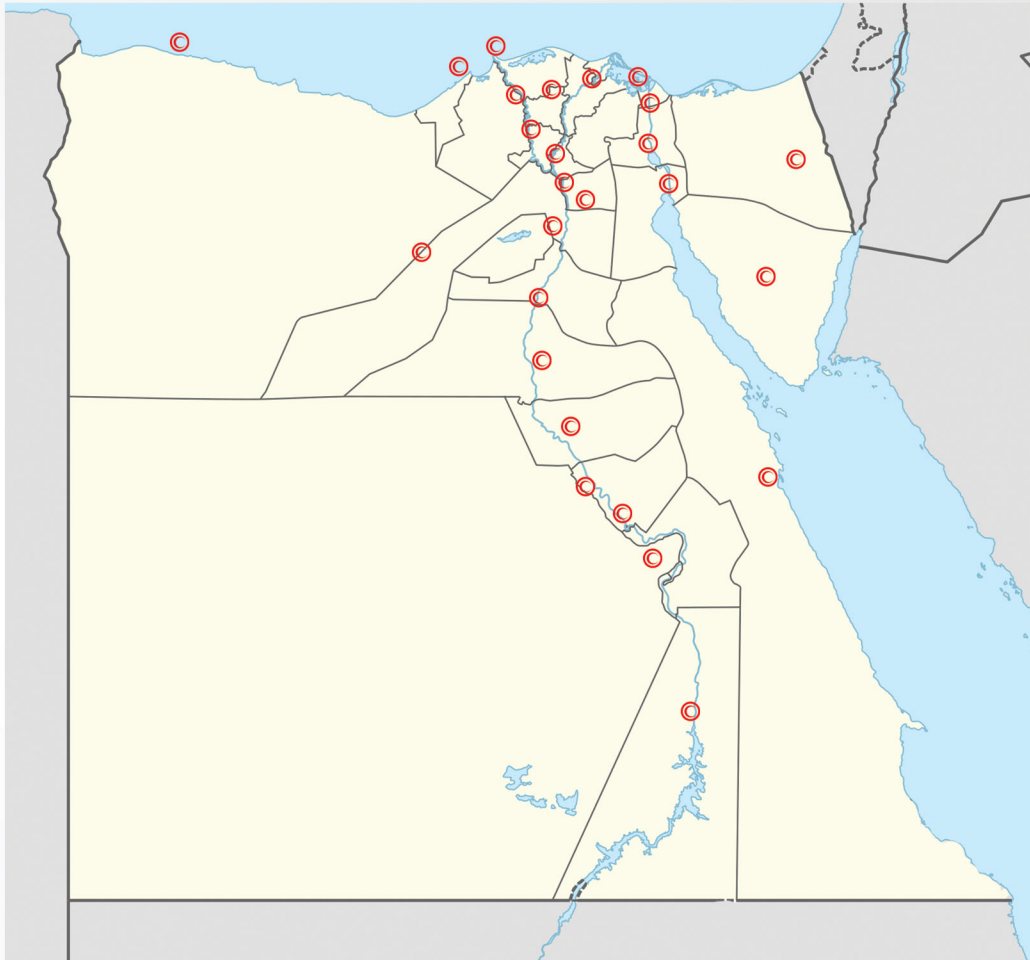
27 branches one in each governorate of Egypt with many sub-branches

27 Youth clubs provide social activities, sports, trainings and awareness for youth serving an average of 30,000 volunteers.

5 Blood banks provide safe blood for those in need and promote culture of non-remunerated blood donation with retention of donors. ERC blood banks are the first to be established in upper Egyptian governorates where attention is most needed.

8 Hospitals, 35 Poly-Clinics, 11 Rehabilitation Centers, 5 Kidney Dialysis units provide medical and health services together with health education and raising awareness programs.

6 Integrated Social Centers in Cairo provide vocational trainings, social activities, skills development specially for women and youth in underprivileged areas. Partially integrated centers at all branches provide specific social services.



ERC in Numbers



Structure of ERC:

The organizational structure of the Egyptian Red Crescent aligns with the laws and regulations of non-governmental organizations in Egypt while in the same time recognizing the unique position of the national society being auxiliary body to the government and of international recognition. This structure respects diverse representation and recognizes role of youth in governance. ERC operates through the HQ and branches in a departmental manner. The organogram of the ERC has been modified, as part of the comprehensive organizational development process, to cope with the new vision and to better serve the strategic work expansion.



Governance

General Assembly of ERC is the highest decision-making body that meets every two years. Its structure comprises the President of ERC, Vice-President (Minister of Social Solidarity) - representatives from Ministries of Health, Education, defense, Interiors, Foreign Affairs, Mass Communication, Youth, all ERC branches, 20 figures concerned with ERC mission.

Governing Board of ERC is body responsible for setting policies, framework of programs, ensuring accountability and compliance. The Secretary General of ERC is elected by the Governing Board among its members.

Executive

The executive structure of ERC has developed into Specialized Functional Units representing the key functional areas of ERC with strengthening of the administrative Support Services that back the operational departments which are:

- Disaster Management
- Blood banks and Blood Services
- Programs and Projects (Health and Care, Migration, CBDRR)
- Youth and Volunteering Development





Our context:

Egypt is part of MENA region which suffers from many protracted emergencies associated with deep-rooted conflicts as well as the more recent conflicts and its devastating impact on the civilian population . On the national level, economic challenges are aggravated to a great extent by the magnified problems in the region specially those related to displacement of people, climate change and its consequences, developmental challenges as well as the natural disasters that have been almost tripled in number over the past 30 years affecting approximately 40 million people.

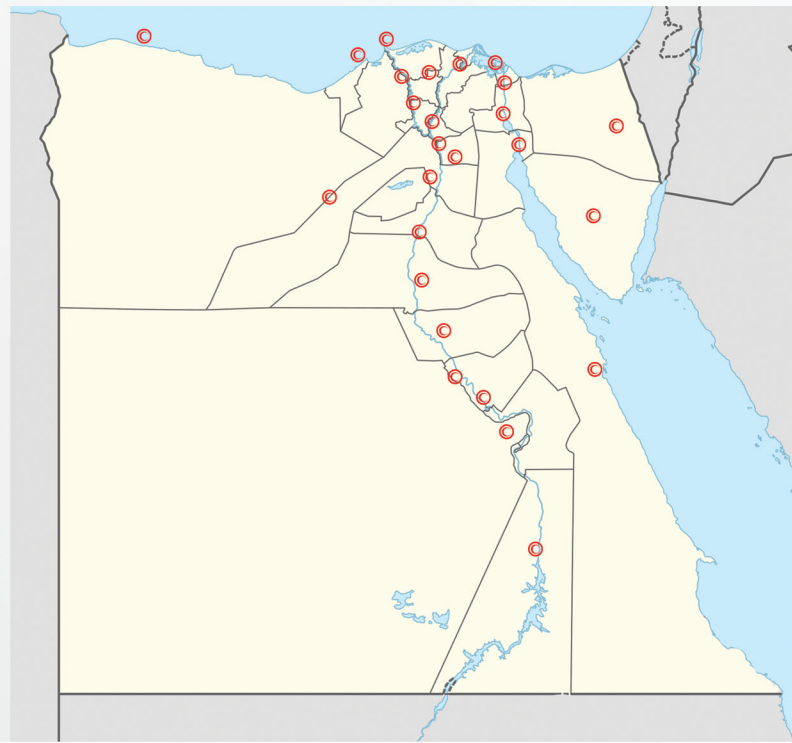
Egypt is particularly exposed to domestic fires, building collapse and floods.

Socio-developmental dimensions create humanitarian needs for vulnerable communities who ERC prioritizes in its service provision. In this dynamic national, regional and global context, humanitarian challenges resulting from natural and manmade disasters urge ERC to cope faster with emerging needs and respond more efficiently and effectively. Hence, stretching own capacities and capabilities, rationalization & proper utilization of existing resources & exploring alternatives are of crucial importance.

ERC identifies this as the main three mobilizing/ interacting forces that shape its strategic planning:

- 1- Existing & Projected Needs,
- 2- Available & Possible Resources
- 3- Possible Range of Stretching Capacities of the organization.

In the way to develop this strategy, ERC, with appreciated support from our partners, conducted mapping and analytical studies that focus not only on present scope but also envision the technological perspective in ERC work for 2022 and beyond.



Chapter II: The Future

This chapter describes the frame of ERC strategy 2022, with brief summary of the internal analysis of the organization that was one of the main steps in the way of developing this strategy. This analysis had been done at different levels both internally and with our partners and in consultation with our movement partners. The chapter highlights also the strategic directions and enabling actions that are seen as a way forward to actualize this strategy.



ERC ... 2022 and beyond

Deep understanding our classic interventions is a step towards reforming our operations today. Having worked for decades, we at ERC took active steps towards reforming our mode of interventions, expand our activities; that eventually to provide most needed assistance to the vulnerable population of Egypt and beyond.

Quality and accountability is in the heart of all the changes taking place.

ERC is flourishing in the light of all the fast developments in the field of humanitarian affairs. Our past experience and good practices in terms of humanitarian assistance, protection during disasters and crises added to the long-termed developmental programs has created a reservoir which is aiding us towards adopting our unique experience within the wide range of developments and innovations taking place in the humanitarian sphere. Our advantage comes from our ever essential belief in voluntary action at the community level and assisting vulnerable communities voice to reach out to key decision-making forums.



Vision:

Our vision is to become a Leading Humanitarian Organization driven by volunteers and guided by its leadership team, developing community resilience & serving vulnerable people in disasters & emergencies within Egypt and beyond



Mission:

Our mission is to reduce disasters risks by developing enduring community resilience programs, expanding the qualified volunteer base, and to provide suitable humanitarian services for vulnerable people to improve their lives according to the RC/RC principles.





STRATEGIC DIRECTIONS To achieve what we aim for, we set these strategic directions:

STRATEGIC DIRECTION ONE:

SAVE AND SERVE MORE PEOPLE SPECIALLY IN TIMES OF DISASTERS.

As a core mandate of ERC, this entails saving lives through effective and efficient disaster response, protecting livelihoods and strengthening recovery from disasters and contributing towards promoting safe and healthy living.

STRATEGIC DIRECTION TWO:

EMPOWER COMMUNITIES TO REDUCE DISASTER RISKS AND BUILD RESILIENCE

With ERC touching the grass-root level of our communities, directed by a bottom-up population centered approach, our focus is to strengthen and structure our community-based comprehensive programs in a mainstreamed approach that brings functions together. This allows for better integration, rationalization and effectiveness, where a contextualized model that serves under privileged population is created.

STRATEGIC DIRECTION THREE:

INSTITUTIONALIZE ERC WORK FOR SUSTAINABILITY, DEVELOPMENTS & INNOVATION

Believing that well-functioning organization makes greater humanitarian impact, ERC aims to become a highly professional organization that works systematically for saving lives, and capable of attracting and retaining diverse profile of volunteers to support their communities, securing resources through mobilizing mechanisms, and measuring institutional performance quality, accountability and compliance.

I- SAVE LIVES AND SERVE MORE PEOPLE SPECIALLY IN TIMES OF DISASTERS

Saving lives remains at the heart of our operational modality. ERC is investing into expanding the emergency operations in times of disaster. With an existing disaster response teams, located in all the Egyptian governorates. We are working towards harmonizing the rhythm by which all the peripheral teams work; This will be accomplished via creating a central operation room to provide real time direction towards a perfected, timely humanitarian action. Technology and state-of-art mode of operation will be adopted by the emergency response team by applying the internationally accepted operational standards. By this, ERC is aiming towards being one of the very first on-ground respondents to crises all over the country, with fully functioning teams and preparedness plans. Logistics will be one of the major foci of the national emergency response team at the HQ.

Preparedness of the branches is a crucial matter; this to be context sensitive for all the proposed warehouses in order to include regional specific supplies. SOPs for DM will be updated as stated before to be internationally recognized, standards wise, as well as training the regional representatives and branch DM teams on the full application of those measures. specific training programs to operational teams per specific terms of reference in each governorate. Moreover, this step shall enhance the quality and the accountability of the responding teams as the direction will be towards a results-based approach instead of a quantitative one. Smaller, locally prepared teams of a more efficient response are the eventual target. Regional hubs will be more accessible than before. This will ensure a time-sensitive response in terms of fast supply in disasters. In order to accomplish this aim, branch emergency warehouse managers will be trained on supply chain and how to activate the disaster response mode in terms of stock management and delegating logistics team members.

A radical IT development will take place by using up-to-date tools and equipment for disaster response. The innovation will not take place in terms of disaster response times only, a great focus will be given to the early disaster monitoring system, in cooperation with the national disaster monitoring system and a cohesive national system. Disaster management will not stop at disaster response and rehabilitation; links between disaster interventions and development will be strengthened to reach to the most cohesive and integrated model present.





II- EMPOWER COMMUNITIES TO REDUCE DISASTER RISKS AND BUILD RESILIENCE

ERC has been working for more than two decades on sustainable development and the link between relief, rehabilitation and development. Embracing our change and will to develop our operations, we are looking into building an evidence-based model for development and building resilience in Egyptian underprivileged areas, with a focus on a community, results-based approach to strengthen the capability of the targeted vulnerable communities. Population are in the center of all our operations, this to strengthen the sense of ownership of the population and the transparency of our interventions.

This model will be inclusive to all of our community intervention domains; livelihoods, health, social inclusion, environment, etc. Disaster risk reduction is at the core of our operations respecting and guided by the national and international DRR policies in a manner that is suitable for ERC mandate and mode of operation. More attention will be given to volunteers, aiming towards expanding the profile of volunteers by recruiting and retaining specialized volunteers, who can enrich the scope of knowledge and practice among the volunteers' cohort.

III- INSTITUTIONALIZE ERC WORK FOR SUSTAINABILITY, DEVELOPMENT & INNOVATION

On our pathway to change in a rapid changing professional world; we want to strengthen our classic core interventions. Change is planned in terms of revising our frameworks of action, SOPs, logistics capacity, and our strategic plans. Capacity strengthening of our technical staff to match the internationally accepted professional profile per function is yet a crucial matter. Yet, support will not be given to core staff only; volunteers as the driving force of our operations will be on the capacity strengthening priority list.

We believe that our investment in the volunteers will revolutionize the morphology of our work. Manpower still is not all what are aiming to develop, fundraising in our next five years' strategy is essential; guaranteeing the quality of our work will depend on fund raising as much as our manpower and internal reform measures. Thus, new measures will be adopted to improve and expand our fundraising efforts, that to reach to the most vulnerable population in every corner in Egypt. Administration and finance as an essential gear in our operations will receive a great support both in terms of staff capacity strengthening and renewal of the used system to a more developed one that matches the expectations of our supports and beforehand ourselves.

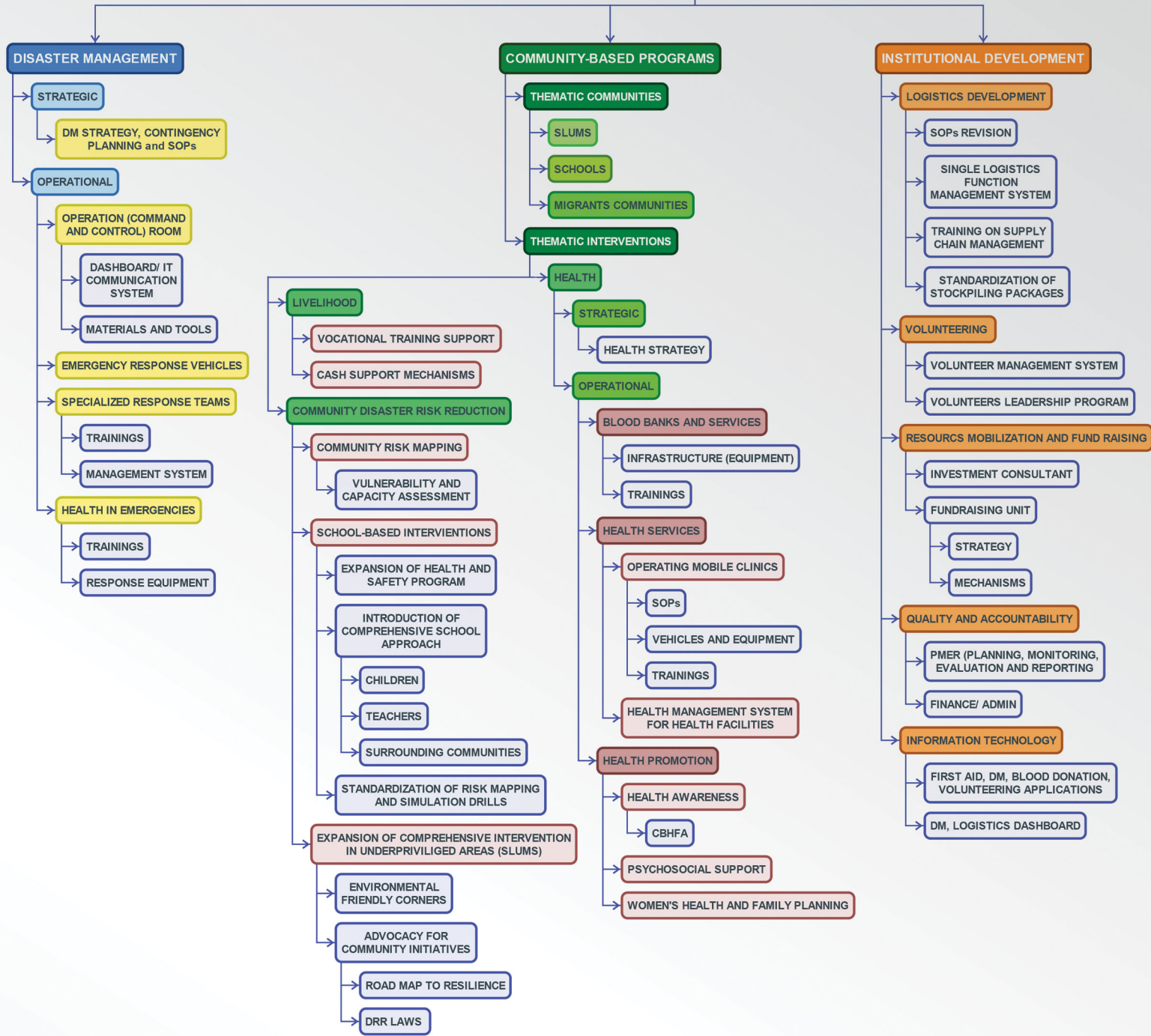
Enabling actions:

Strategic Direction	SAVE LIVES AND SERVE MORE PEOPLE SPECIALLY IN TIMES OF DISASTERS.	EMPOWER COMMUNITIES TO REDUCE DISASTER RISKS AND BUILD RESILIENCE	INSTITUTIONALIZE ERC WORK FOR SUSTAINABILITY, DEVELOPMENTS & INNOVATION
Enabling Actions	<p>A-Build up an effective and efficient disaster response mechanism.</p> <p>B-Protecting livelihood and strengthening recovery</p>	<p>C-Strengthen and structuring ERC community-based comprehensive programs</p> <p>D- Creation of a replicable comprehensive community package contextualized to the Egyptian underprivileged areas.</p> <p>E- Adopting a bottom-up mode of operations, through a people centered participatory approach and result-based interventions.</p>	<p>F- Building a modern well-functioning organization that is specialized in its core field of actions.</p> <p>G- Expanding our volunteer network in terms of diversity, scope, number, distribution and quality.</p> <p>H-Widening our resource mobilization and fund raising mechanisms for the organization to grow and deliver.</p> <p>I- Restructuring the institutional financial and administrative framework, applying the measures of accountability and quality.</p>
Description of Action	<p>A-1: Build-up the operational structure for DM at HQ, regions and branches with central operation room.</p> <p>A-2: Standardize disaster response of ERC all over the country with updated SOPs and one logistics function.</p> <p>A-3: Expansion in scope, specialty and number of response teams in a harmonized manner with unified management system.</p> <p>A-4: Continuation of the upgrading system for logistics through regional hubs all over the country.</p> <p>A-5: Strengthen the existing IT system to support the new evolution in DM and logistics.</p> <p>B-1: Strengthen existing livelihood support mechanisms and develop new models specially with the cash support.</p> <p>B-2 integration of disaster response and rehabilitation with ERC development programs.</p>	<p>C-1: Develop ERC disaster risk reduction strategy with special focus on urban risks in line with national and international DRR frameworks.</p> <p>D-1: Build up on the existing community-based programs specially in under privileged areas to standardize a result-based comprehensive package that can be applied elsewhere for building resilience, in line with the national developmental plans.</p> <p>D-2: Strengthening, standardizing and expanding services of ERC with focus on community components (namely; health, livelihood, social inclusion)</p> <p>E-1: Focus on local volunteers as agents for behavior change through sustainable engagement in community-based activities using the valuable existing tools (CBHFA and CBDRR).</p>	<p>F-1: Strengthen ERC logistics capacities to cope with service expansion</p> <p>F-2: Development of strategic plans, logistics capacities, frameworks of actions and SOPs</p> <p>F-3: Strengthening the planning, monitoring, evaluation, reporting system for HQ and branches</p> <p>F-4: Capacity Building of technical staff in core fields of actions.</p> <p>G-1: Implementation of the youth leadership program.</p> <p>H-1: Development of fundraising strategy.</p> <p>H-2: Establishing innovative fundraising mechanisms</p> <p>I-1: Capacity Building of admin/ finance staff through general and thematic trainings.</p> <p>I-2: Provide IT assistance for the renovation of the admin and financial system.</p>





ERC Prioritized Thematic Areas





www.egyptianrc.org